

**INDEX OF A SPECIAL REGULAR MEETING  
FORT LAUDERDALE CITY COMMISSION  
OCTOBER 28, 2003**

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**CITY COMMISSION SPECIAL REGULAR MEETING AGENDA  
8<sup>TH</sup> FLOOR CONFERENCE ROOM  
CITY HALL**

**OCTOBER 28, 2003 – 10:00 A.M.**

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Mayor Naugle called to order the recessed regular meeting of October 21, 2003 at approximately 10:07 a.m. Roll was called and a quorum was present.

Present:                   Chairman Naugle  
                              Commissioner Teel  
                              Commissioner Trantalis  
                              Commissioner Hutchinson  
                              Commissioner Moore (entered the meeting at 10:07)

Absent:                   None

Also Present:           Acting City Manager  
                              City Attorney  
                              City Clerk  
                              Sergeant At Arms – Sergeant

**Event Agreement – Marlins Celebration**

**(M-1)**

Commissioner Teel asked where the celebration was going to be held because she had heard about two different locations. Mayor Naugle replied that it was to be held at Riverfront.

Commissioner Moore asked if the event was going to cost the City any money.

Sue Molnar, Special Events Coordinator, replied that the event would not cost the City any money, and stated that the Convention and Visitors Bureau was picking up the tab.

**Motion** made by Commissioner Hutchinson and seconded by Commissioner Trantalis to approve the item as submitted. Roll call showed: YEAS: Commissioners Moore, Hutchinson, Teel, Trantalis and Mayor Naugle. NAYS: None.

**Contract Award – Executive Search Firm for  
Recruitment for City Manager**

**(M-2)**

Commissioner Hutchinson stated that in reviewing the firms, it appeared there were questions as to whether they had met the requirements of the RFP.

Commissioner Trantalis stated that it appeared the responses received had not been adequate, and asked if the RFP was possibly too strict and unreachable. Therefore, he asked if it was going to have to be sent out again in order to receive better responses.

Bud Bentley, Assistant City Manager, stated that the RFP had been targeted at firms which had prior experience in this type of recruitment. He further stated that they did not believe it had been too strict.

Commissioner Moore left the meeting at approximately 10:10 a.m.

Commissioner Hutchinson stated that she did not feel that the RFP had been too strict. She further stated that since they had not added any additional clarification when they had voted to waive the process, it would have been advantageous to have staff not rank these companies, but see if they adhered to the RFP and not waste their time reading them. She stated that one of the firms had not met the requirement regarding eligibility because the only City Manager position they had placed had been in a City not comparable with Fort Lauderdale.

Commissioner Moore returned to the meeting at approximately 10:12 a.m.

Commissioner Hutchinson stated if the RFP was reissued, she felt the Commission needed to require staff to make sure that the responses given to them for review adhered to the RFP.

The Acting City Manager stated that there were some elements in this RFP that may or may not have made sense. One example referred to minority women business enterprise participation subcontract, and he explained that normally when discussing a small contract like this, it was difficult to subcontract out. He stated they could have indicated that there were women of minorities on staff that would help vent the process.

Mayor Naugle stated that in some cases it involved only a one or two person operation.

The Acting City Manager agreed and stated that was the problem, and it made it difficult for them to meet the requirement or at least provide sufficient detail so one could see if they had used minority businesses in their search in the past. He further stated that some of them were not deemed responsive because they had added expenses that the RFP had stated to be included within the base. He explained further that in many cases they had provided the boilerplate, rather than incorporating it into the City's requirements.

Commissioner Teel felt that the Acting City Manager had "hit the nail on the head" when referring to the words boilerplate because as she reviewed them, she had gotten that same impression, and they were not geared towards the City's particular situation. She stated she had some difficulty in attempting to compare the pricing and how that had been incorporated into the documents. She found the preliminary evaluation from staff to be most informative and helpful because of the boilerplate approach. She stated she was sorry it had not included all the proposals which had been received.

Mayor Naugle stated that one of the firms which had met all the requirements was unacceptable to him because of their past performance. He felt there were few companies who specialized in this field, and it was his experience that the companies which did specialize in the field did not do a good job because they did not provide complete information on the candidates, including their good and bad points. If they did, it could hamper them being hired again. He felt in reviewing the information that one firm stood out above the others, and he would feel comfortable in hiring them.

Commissioner Teel reiterated that it would have been easier if they had a description of the companies.

Commissioner Moore stated that he wished when first discussing this matter, they would have considered some of the comments made by the Mayor at this meeting. He felt it could have short-circuited the process. He further stated that the timeline given was why they had received such boilerplate response. He added that in regard to extra expenses for travel, he felt such items could be negotiated outside of the contract. He stated that the three companies who had received the support of the Commission were now before them, and he did not object to any of them. Due to the timeline, he felt they needed to proceed forward and select one firm that the majority of the Commission was comfortable with, and if certain items in the RFP were to be further negotiated, then that should be done. He suggested that possibly the firms be ranked 1-3, and if a settlement could not be reached with the first one chosen within a certain timeline, then they could proceed with the firm next in line. He urged the Commission to select one so candidates could begin coming for interviews. He stated they needed to act today because he was concerned how the City could get through the critical issues facing them at this time, such as the Moody rating, dealing with a budget that had an impact on many employees, and the delivery of service offered by the City. He reiterated that he was willing to go along with the consensus of the Commission.

Commissioner Hutchinson stated that this was the first time they were meeting these individuals and doing so with a boilerplate response, and that did not sit well with her. She reiterated that she was prepared to make a decision, but only for one company, and she did not have any intentions of ranking them. She stated they should go along with the firm which ranked the highest, or she suggested they go back to the drawing board.

Mayor Naugle stated that the advantage of ranking the firms was that it gave them the ability to negotiate better and accept the final terms with the understanding that it could be given to another company. He further stated that the matter was up for further discussion.

Commissioner Moore left the meeting at approximately 10:19 a.m. and returned at 10:20 a.m.

Mayor Naugle asked the Commission what was their preference as to how to handle the matter. He asked if a ranking should be done, or should they proceed with a ballot. Commissioner Moore stated that he did not object to ranking the firms. Commissioner Hutchinson stated that the firms were here today to make their presentations, and she felt they should be heard.

#### Performance Executive Search

Bud Park, Performance Executive Search, stated that his partner that would be working on this assignment with him was an African-American woman who was formerly the Deputy Chief of Staff for Mayor Penelas of Dade County. He stated that their response to the City's RFP was specifically and directly tailored to the assignment. He proceeded to distribute some information to the Commission. He felt the question facing the Commission now was why should they choose his firm.

Mr. Park continued stating that the Commission had three very strong and respectable firms to choose from, and one of them specialized in municipal searches. He stated another firm specialized in public sector management consulting and had recently entered into the search field.

Mr. Park stated that one way to specialize was to do so in municipalities, or in an area, or in top level management. He stated that search was their entire business and they were dedicated to finding the best talent for their clients. He advised they were the only firm that was being considered that was based in South Florida, and they knew how to attract individuals to the area. In talking to people, they knew how to determine which individuals would work and fit in such a complex environment. He reiterated their specialty was bringing people to South Florida and recruiting top level executives. He advised that they chose not to specialize in any particular industry group because then they would not be able to just focus on South Florida because there was not enough depth in any one industry to allow them to have a retainer base search business. Inevitably, he stated that would have them recruiting for lower level positions which was what occurred in a specialty firm, and then it became a staffing issue rather than retainer base recruitment. He explained the difference was that staffing was a matter of having a lot of candidates available that they could quickly place them, and retainer base recruitment dealt with hiring a firm to scour the country and look everywhere for the best possible match for a particular position, culture and organization. Therefore, he advised that they conducted a fresh search every time and used all possible resources, and worked through industry groups.

Mr. Park reiterated that more than just being good in finding individuals to talk to which was the easy part of the business, they were good at determining who fit the qualifications, and whether it would be a good match for the people being considered. He stated the person they would want would be someone that this job would be the next best step for their career. He advised when properly done the proactive recruitment approach did cost more and involved more effort and detail, so their fees were higher than some other firms, but their work was exceptionally detailed and thorough. He explained that part of the job that no client ever saw involved how much time the firm spent with individual candidates on the short list. He reiterated they had to be sure they were suggesting a right connection. He stated their fees were actually lower than the 33% that was normally charged by a retainer base search firm. He explained the larger search firms were not involved because the level the City wanted to engage in was around 20%. He further explained they were at 20% and other firms were lower. He reiterated that they were proud of the work they did, and were not embarrassed about the fees that they charged.

Mr. Park stated that the main reasons their firm should be chosen were because they were very good at this business, they were local, they were good at recruiting individuals for the area, they took whatever time was necessary to work with the client and candidate, and they consistently delivered top quality individuals.

Commissioner Moore asked in the last two years out of the individuals they had placed, how many had been female and African-American.

Mr. Park replied that about 40% to 50% of their clients had been female, and about 3-4 African-Americans had been placed by their firm. He added that their candidates had performed exceptionally well in their jobs, and that was reflected back on their firm.

Commissioner Moore asked in the last two years of their recruitment had any individuals which they had placed no longer were working for the companies they had been hired by. Mr. Park replied all the individuals were still working with the companies who had hired them.

The Acting City Manager stated that there had been an indication in the RFP that one of the requirements was that if the person hired left within one year, there would be a repeat search at no cost to the City. The response indicated that there would be a cost to the City for the expenses incurred and he asked for some further clarification of that statement.

Mr. Park explained there was a double budget. One had been for the professional fee and the other was for out-of-pocket expenses which meant that the out-of-pocket expense budget would be the same for the second search. The Acting City Manager clarified they were looking at about \$5,000. Mr. Park confirmed and stated that had never happened.

#### Gerald Plock & Associates

The City Clerk advised that in calling Gerald Plock, she had left a voicemail message asking for them to return the call within the next five minutes, but she was going to place the call again in case they had been attempting to accept the call. Mayor Naugle asked if the company had been aware that this call was going to be placed. He was informed they were aware of the call.

#### MGT of America

Mayor Naugle stated that a conference call regarding this firm would be placed to Mark Corfman.

Mayor Naugle stated the Commission would like their firm to give a five-minute presentation regarding the qualifications of their firm.

Russell Campbell, Managing Partner, stated that he assumed that the Commission had reviewed their proposal. He stated that one of the selling points of their firm was that they were a national management consulting firm with a national reputation in terms of not only doing executive search studies and management consulting studies, but were also known for their research. He stated there was great diversity within the company, not only in their staff but also in terms of the services that they provided. He explained they had an extensive academic group and worked with school systems throughout Florida and the Country.

Mr. Campbell further stated that in regard to executive services, both Mark Corfman and himself were former City Managers, and they felt they had a fair amount of understanding of what it took to run a municipality, particularly for one as diverse as the City of Fort Lauderdale. He explained they had laid out their approach, and he felt the biggest selling point was that they wanted to spend time talking to the Commission to get a clear understanding of what they wanted from their next leader. He stated they wanted to gather that information from the individuals and put together a profile of the type of leader the Commission was seeking. He advised that one of the things they were also

willing to do was to gather some public input as to the type of leadership the community needed and wanted.

Mr. Corfman added that one of the aspects to the search that he felt was fairly unique was they had a ready database of applicants which consisted of about 5,000 names. Some of those had previously been city managers and school district administrators. In addition to that information, they would obtain names of individuals through advertisements, international publications, and websites as well.

Commissioner Moore asked how many employees worked for the firm. Mr. Campbell replied they had about 175 full-time employees, and had 5 offices around the Country. Commissioner Moore asked during their last 2-3 years of recruitment had they selected any women for top management positions. Mr. Campbell replied they had and stated they were just completing a search in Pennsylvania and the candidate being recommended was a female. Commissioner Moore asked if that was for a manager's position. Mr. Campbell confirmed. Commissioner Moore further asked in the last 2-3 years of their recruitment had they placed any individuals of African descent in any top level management position. Mr. Campbell confirmed and stated they had two African-American candidates which had been recommended for top positions regarding searches done for Boston which he believed were for superintendent positions in the educational arena.

Commissioner Moore asked in the last 2-3 years of their hires had any left or departed from the companies they had been recommended to. Mr. Campbell replied he had not done any such analysis, but he was aware that in the past year no candidate that they had recommended for positions and who had accepted them had left those jobs. Commissioner Moore further stated that in their process for recruiting, they had mentioned advertisements and a website, and he asked what resources they had used regarding their advertisements. Mr. Corfman explained they attempted to do a variety of resources, including standards such as the International City Management Association newsletter which was the largest publication for City Managers, along with State resources and magazines read by City Managers in Florida, and various websites. He explained their websites involved Career Builders and Government jobs.com, and stated that most candidates came from the websites.

The Acting City Manager asked in the last 2 years had they placed a City Manager in a position comparable to the position in the City of Fort Lauderdale with a similar budget of \$377 Million. Mr. Corfman stated he did not believe they had placed a candidate in a city quite that large.

Commissioner Moore left the meeting at approximately 10:41 a.m.

Mayor Naugle stated that their firm would be notified of the results of today's meeting later on in the day.

The City Clerk announced that Mr. Plock had not yet returned their call. She advised that the phone number being used was one that the City's Procurement Manager had arranged with them so they would be available for the conference call. Commissioner Teel asked if an alternate number was available in case there was a problem with the number being used. The City Clerk advised that the number being called was 817-464-4610.

Mayor Naugle asked the Commission how they wanted to handle the matter to choose the selection firm. Commissioner Moore suggested that the firms be ranked.

The Acting City Manager announced the ranking of the firms as follows:

MGT of America	-	2 first place 2 second place 1 third place
Performance Executive Search	-	1 first place 3 second place 1 non-vote
Gerald Plock & Associates	-	2 first place 2 third place 1 non-vote

The Acting City Manager stated that since Gerald Plock & Associates had not made a presentation, he felt that was a problem. Therefore, he announced that MGT of America had received the top ranking. The City Clerk clarified that MGT of America had a total of 9 points, Performance Executive had 10 points, and Gerald Plock was 11.

Mayor Naugle asked if the Commission agreed that there should be community input of some kind involved in the process. Commissioner Hutchinson agreed. She asked what was the chance of them working with a "Blue Ribbon Panel" to help them regarding input from the community and to have play in reviewing the resumes and assisting them in the process. She stated they were a citizen-based government and now was the opportunity for them to "put their money where their mouths were" and permit them to be a part of the process.

Commissioner Moore stated that he had some words of caution regarding that suggestion. He stated he wanted the community to have an indication of who the candidates were and having data supplied to them regarding those candidates, but to have them involved in the selection process whereby the Commission would make the final decision, and if for some reason that individual did not work out, it would be the Commission as the ones who would have to address the situation. He felt if an elimination was done to five candidates that information could then be supplied to the community, and possibly an explanation provided as to why the firm had recommended those candidates.

Mayor Naugle agreed it would be good to have some community input, but not for them to rank the individuals. Commissioner Hutchinson asked how would the community be brought together to discuss it as a group. Mayor Naugle suggested that a committee be formed to review the responses and the qualifications of the finalists.

Commissioner Teel felt they had to be careful not to have the group consist of too many people. She suggested that each district suggest 1-2 individuals as members of such a committee. Commissioner Trantalis asked at what point would those people get



involved. Commissioner Hutchinson replied that they would be involved at the beginning of the process giving input as to what type of individual the City was seeking.

The Acting City Manager stated they might have some ideas as to how to advertise for the candidates, and they could also have suggestions regarding networks that would be helpful to the search firms, as well. Commissioner Trantalis stated they might want to list the qualities being looked for in potential candidates. The Acting City Manager reiterated that not only suggestions being made regarding the qualities of the candidates, but they might also have a list of expectations to give the firms. He stated if such a citizen advisory group was to be formed, it would be important to tie-in all types of individuals they wanted on that committee, including minority, management, and union representatives.

Commissioner Moore felt that would be impossible with only appointing two individuals from each district. He stated there should be some community input, but he thought they might consider something like the Council for Civic Associations. He was not sure if they should defer this matter to 10 individuals. Commissioner Hutchinson stated they would be taking their input in this matter, just as they did regarding other things on a daily basis, and using some of their thoughts in assisting the Commission in their decision making. Ultimately, she stated it was the Commission who made the final choice. She stated the more she heard from the community, they were very opinionated and knew what they wanted from their leader and desired to be part of the process. She stated the community wanted to lend their support in regard to this matter. She further stated that she agreed with the Acting City Manager, and felt they needed to have a group that represented everyone because everyone was involved, including the unions, employees, bargaining and non-bargaining employees, citizens, and the Commission and all input was needed. She hoped these search firms went to the unions and asked what they wanted in a new City Manager, and likewise address management and the non-bargaining employees.

Commissioner Moore stated he felt the search firms should meet with the Presidents of the Unions, the elected officials, and Presidents of Civic Associations in order to get an indication of what the community was seeking.

Mayor Naugle pointed out that if there was a committee, all meetings would be opened to the public. He suggested that 10 individuals be appointed to the selection committee. Commissioner Teel agreed and stated that additional individuals could be chosen to represent the unions. Commissioner Hutchinson stated they needed to set some parameters for this committee. She stated that they needed to be aware that they had to participate from the beginning to the end.

The Acting City Manager reiterated that this committee would only be meeting for about 2-3 months, and they needed to meet more than once a month.

Mayor Naugle stated they were authorizing the City officials to bring forth the contract for the search firm.

Commissioner Hutchinson stated that some of the firms had not been specific regarding their costs and fees, and she felt more details were needed.

Mayor Naugle stated that the Commissioners should bring forth some names to the November 4, 2003 meeting for the selection committee.

Commissioner Hutchinson stated that when a list was developed, she wanted to see who they were encouraging the search firm to talk to and interview.

**Motion** made by Commissioner Trantalis and seconded by Commissioner Hutchinson to authorize the proper City officials to execute an agreement with MGT of America for the recruitment of a permanent City Manager. Roll call showed: YEAS: Commissioners Moore, Hutchinson, Teel, Trantalis, and Mayor Naugle. NAYS: None.

Mayor Naugle asked if a contract would be presented to the Commission at the November 4, 2003 meeting with the recruitment firm.

The City Attorney stated he did not think the contract would be ready by that date because they were going to have to negotiate some terms. He did not think the firm was anticipating having to interview a group of individuals. In the normal process, they would interview the Commission, but that scope was being expanded. He added that they would have the contract ready as soon as possible.

Mayor Naugle stated that a timetable would have to be set for the Commission to approve the contract.

Commissioner Moore stated that he wanted the firm to make contact with potential candidates qualified to manage this government. He felt the Commission would represent the groups involved.

Mayor Naugle reiterated that the most critical task would be listening to the Commissioners and determining what skills they felt were necessary for this position. The City Attorney stated it was important that everyone understand the process that would be involved. He clarified that the firm was to meet with the Commission to discuss what skills were important and necessary, and what profile they wanted to see in the candidates. He added they were also going to meet with the public, the committee, and other individuals in order to obtain the same information. Then, they would return to the Commission clarify the skills needed, and then begin to conduct the search for the candidates. Mayor Naugle agreed.

**MEETING RECESSED AT 10:58 A.M.**

**MEETING RECONVENED AT 2:23 P.M.**

**November 4, 2003 CRA Meeting**

**(OB)**

Mayor Naugle suggested that the CRA items and the City Commission items regarding Palazzo be discussed at the November 4, 2003 meeting at 7:00 p.m. He felt it would be fair to discuss the consent agenda items, and then discuss Palazzo. A consensus was reached by the Commissioners.

Commissioner Hutchinson stated she was concerned about the remaining agenda because it had been common practice that they load up the agenda on top of a heated issue that was to be discussed.

Mayor Naugle stated that he was sure what did not have to be placed on the November 4, 2003 agenda would be deferred to another meeting. Commissioner Hutchinson suggested that the agenda not be as full as in the past.

Commissioner Trantalis asked what would happen if the Palazzo group asked for a continuance. Commissioner Hutchinson stated they would have to wait and discuss it at the public hearing.

The City Attorney replied they would have to give it appropriate consideration.

There being no further business to come before the City Commission, the meeting was adjourned at approximately 2:30 p.m.