

**MINUTES OF A SPECIAL REGULAR MEETING  
CITY COMMISSION  
CITY HALL  
FORT LAUDERDALE, FL**

**APRIL 27, 2004 – 2:00 PM**

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Mayor Naugle called to order the special regular meeting of April 27, 2004, at approximately 2:05 p.m. Roll was called and a quorum was present.

Present: Mayor Naugle  
Commissioner Teel  
Commissioner Trantalis  
Commissioner Hutchinson  
Commissioner Moore

Absent: None

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

**Reorganization Plan**

Mayor Naugle stated that the Reorganization Plan had been withdrawn from today's agenda by the Acting City Manager.

**City Manager Recruitment**

The Acting City Manager stated that some individuals had expressed concerns regarding the procedure that would be used in regard to assessment centers and leaderless group discussions for the City Manager recruitment.

Mayor Naugle stated that the primary objective of today's meeting was to narrow the list of 13 candidates. He announced that Mr. Johnson had withdrawn his name from the list. He further stated that all the resumes had been submitted and the Commission needed to narrow the list down to 6-8 names.

Commissioner Hutchinson asked if any verification checks had been done regarding the individuals on the list.

Mark Kurfman, MGT of America, stated they had not done any background checks, criminal records check, or the education portion of the applications. He stated they had only checked the references.

Commissioner Hutchinson stated that she had spoken with individuals in other cities who had gone through this process. She stated that the Commission should be doing the interviews for this position and not personnel because the individual would be working

directly for the City Commission. She felt that should be done over the in-box exercises and leaderless discussions.

Mayor Naugle stated that he agreed, and the idea of the in-box exercise should be for a lower-level employee.

Commissioner Moore stated that he felt personnel should explain why they were recommending this process. He did not think it would be negative to have such exercise because they gave one the opportunity to see the candidates make decisions. He felt that would not keep the Commission from doing the interviews. He agreed that the Commission should do the interviews. He stated that if they did not use the recommended exercises, then they would be basing their decisions on what had been supplied on paper and what could be derived from a conversation.

Arlette Steinberger, Employment Manager, stated that in respect to the exercises being proposed, they were not ones that would be scored. She explained they would be sent to the test developer, and were validated against a nationwide sample. Basically, in addition to the interviews, it would provide a glimpse of some of the candidate's capabilities with respect to leadership, and they would not detract from the personal interviews. She stated there might be some characteristics or capabilities that were important to the job, and due to the time frame involved, they might not have been able to uncover those without such exercises. She explained some of the things that were looked at in such exercises were leadership qualities and how they made decisions, along with their leadership style, communications with individuals and groups, and how they might get a group to come to a consensus. She stated they would not be scoring them, and such exercises would be sent to the test developer who had been doing such work for at least 10 years. Then, the results of the in-basket exercise, along with the group discussion, would be provided to the Commission to be used in their determination of a candidate.

Mayor Naugle asked what company was being used. Ms. Steinberger replied it was known as Management in Personnel Systems from California. She added that they had used them on numerous occasions.

Commissioner Moore asked if the information evaluated by this company would be made public. Ms. Steinberger replied that profiles would be provided on how they performed in relation to a nationwide sample regarding the various leadership type characteristics. She explained that typically in a testing environment, the test results are between the candidate, the individual, and the hiring supervisor.

Mayor Naugle asked if the results would be made public from such tests. The City Attorney stated that if the Commission received such results as a part of their evaluation process, the information would be made public. What would be exempt would be the questions or information that would provide knowledge to someone regarding how to take the test at a later date. He further stated if there was an evaluation of the results of the test and the results were furnished to the Commission for their evaluation, then the information would be made public. Mayor Naugle clarified that the questionnaire would not be public, but the recommendations based on the results would be public. The City Attorney further stated that the comments providing how the candidates had done on the tests provided to the Commission would be public.

Ms. Steinberger further clarified that the test developer was not going to make recommendations as to whether an individual should be hired or not, and were only going to provide the person's percentile relative to each dimension which would include leadership styles, along with handling sensitive situations, managing conflicts, and organizational practices, and that how that individual scored relative to a national norm. She reiterated they were not going to make recommendations regarding hiring. She stated it would only be a score in terms of acceptability.

Commissioner Trantalis asked if the testing was done based on experience and information received during background checks, or was it an actual test they would be going through. Ms. Steinberger replied it was an actual test and simulation. Commissioner Trantalis asked how long the process would take for all the candidates. Ms. Steinberger stated that if there were 8 candidates, a group discussion would last about one hour, and then the video tape would be forwarded to the test developer who would score it, and she would probably get the results back within two days. She explained that the in-basket exercise would take about 3 hours to complete, it would be sent to the test developer, and she would probably get the results within two working days.

Commissioner Moore stated that if they utilized such exercises, they needed to narrow the number of candidates, otherwise the process would be too time consuming. He felt these exercises would give them an opportunity to see a candidate measured to a national norm. He stated they had done a national search and had done everything possible to attempt to find a quality candidate. He reiterated that the final decision would be based upon the interview, and these exercises were only additional fact finders.

Ms. Steinberger stated that samples of the reports that would be generated from such tests could be provided to the Commission.

Mayor Naugle asked what the charge would be for such tests if there were 6-8 candidates. Ms. Steinberger explained that the group discussion cost \$200 per person, and \$300 per person for the in-basket exercise. She stated the total cost per person would be \$500. She reiterated this was just additional information for the Commission to evaluate however they wanted.

Mayor Naugle reiterated that he was not convinced that such tests needed to be done, but he would like to see a sample of the reports.

Commissioner Teel asked how often these tests were used for hiring this level of an employee.

Mark Kurfman, MGT of America, stated that he had not used this company, but they did do various ones for the City Manager level and reiterated that it was additional information to be used by the Commission in making their decision. He stated the more information provided the better.

Commissioner Teel asked if there had ever been any reluctance on the part of the applicants to take such tests. Mr. Kurfman replied there had been no reluctance in the past on the part of the applicants. Commissioner Teel stated that the more information provided the better, but she did not want it to be an obstacle for some of the individuals.

Commissioner Hutchinson stated they were being asked to make a short-list today, but yet further information had not been provided regarding the applicants. Commissioner Trantalis agreed and stated they were no further than they were one week ago. He added that he realized the purpose of today's meeting was for something else, but that item had been removed from the agenda, and this had been an add-on. He stated that he would be hesitant to begin making judgments on such individuals until all information had been provided. Commissioner Hutchinson stated that she had spoken with Mr. Kurfman, but she had not received any additional information, and had only been told that a candidate was a good one or a strong one with a strong personality. She stated that she had hoped that other feedback could have been provided, especially for the candidates she had been focusing on.

Commissioner Moore stated they had reviewed the applications, along with MGT's comments, and names had been added to the list which should be considered by the Commission. He suggested that each Commissioner recommend five names out of the 13 candidates, and see what the results would be.

Commissioner Trantalis asked what would the point be of going through the testing if some of the candidates that had not been chosen would have done well on the tests, but were precluded from the selection. Commissioner Moore compared it to the 214 applications submitted that had not made it to the final list of 13 candidates. He reiterated that possibly they might have lost some good candidates, but based on the measurement used to arrive at that stage, those individuals had not met the cut-off. He stated further even if they had not been selected by such process, the Commissioners had the opportunity to add any names they desired to the final list. He felt they had utilized the paper concept to arrive at this stage, and he did not think there would be any harm to use it again to get to the next level. Then, when the candidate list was narrowed down, they could then begin to utilize other resources to continue reviewing the individuals. He felt by doing the screenings that were to be done, they would provide the opportunity to ask individuals about a weakness that was noticed or a reaction taken in a manner.

Ms. Steinberger advised that copies of the same reports would be distributed shortly to the Commission.

Mayor Naugle stated that while a tabulation was being done of the five names being submitted by each Commissioner, then such reports could be examined and discussion could ensue regarding what type of public process should be used when the candidates arrived in the City.

Commissioner Moore asked if the process being offered by personnel could be viewed by the public. Ms. Steinberger reminded the Commission that it was considered test material. She stated that possibly they could put together a presentation exercise where the candidates would have 10 minutes to discuss a particular topic, and have the public observe.

Commissioner Hutchinson suggested they use the Council of Civic Associations and have the candidates attend those meetings. She felt the most important thing was to sit down and talk with the individuals for longer than 30 minutes. She stated that she wanted to hear what their plans were for Fort Lauderdale and how they intended to move the City along, and if there was the ability at the same time to participate in some

public meetings, then such opportunities could be provided. She did not think it would be appropriate for the public to be involved in the testing procedure.

Ms. Steinberger stated that typically the public was not involved in such procedure. She stated that a stage presentation that was not scored could be done and a 10-minute presentation could be made as to what they felt they should be doing for the City.

Mayor Naugle stated that he was thinking more of a community reception where Council Civic Association members could be invited, along with the business community and employee and labor groups. He suggested that it could even be done under a social setting where the candidates could be met and asked questions.

Ms. Steinberger stated that in the proposal presented by staff, she had scheduled in-between exercises a luncheon, but it could be flexible and an evening gathering could be arranged.

Commissioner Hutchinson stated that personnel's suggestion had been to have the candidates brought in on a Thursday or Friday and have them stay over the weekend to allow them time to see the City. She stated that ultimately they would be interviewed on Monday or Tuesday. Ms. Steinberger stated that when putting the proposed schedule together, due to the Commission's desire to move as quickly as possible, they had looked at a Thursday for the assessment. From that point on, they would then be available for interviews. In order to get the information to the Commission for the second meeting in May, they looked at doing assessments on the 13<sup>th</sup> and interviews on the 14<sup>th</sup>, but if they wanted an evening gathering, it could be arranged.

Commissioner Trantalis stated that the social gatherings needed to be scheduled in the evenings. Commissioner Moore suggested they ask the community for their input as to the type of gathering they preferred. He stated he had no objections to the public meeting the candidates, but his concern was having the public question the individuals in public. He felt they needed to let the public know that they wanted to give a reception for the public to meet such candidates. Mayor Naugle stated that would provide the Commission the opportunity to receive community input before making their final decision.

Commissioner Trantalis suggested that a timetable be set up at this time. Ms. Steinberger stated that Personnel had set up a tentative timetable. She stated they had looked at the 13<sup>th</sup> which was a Thursday. Discussion ensued regarding the schedules to be set up for the candidates. Ms. Steinberger emphasized that they needed to also communicate to the candidates that they would not be brought back a second time. Depending on the desire of the Commission, one candidate might be brought back, but not others.

Mayor Naugle announced that it appeared the list had been narrowed to 7 candidates which were as follows:

<u>Name</u>	<u>Number of Votes</u>
George Kolb	4
Kirby Bowers	3
James Ley	3
Michael West	3
George Gretsas	2
Thomas Hoover	2
Michael Pangas	2

The other candidates receiving one vote each were as follows: Larry Deetjen, Kurt Fritsch, Thoms J. Schoenbeck, and Joe Rasco.

Ms. Steinberger recommended that the Commission keep as many viable candidates as possible in the process, because one never knew what could happen once the candidates arrived.

Commissioner Moore recommended that they proceed forward with the screening process with the 7 names and provide an invitation to such individuals. He further suggested that the public gathering possibly be held on the night of the candidates' arrivals.

Commissioner Teel announced that Friday night would be the Community Appearance Awards. Commissioner Moore suggested that might be a good opportunity for such a gathering. Mayor Naugle stated they could invite additional members of the community to the event.

Leslie Backus, Communications, stated she was the liaison for the Community Appearance Awards. She advised that the event was catered, and if there was a standing invitation to the public, they might not have enough catering supplied. She asked if there could be a sign-up sheet or invitations could be sent. She reiterated that they needed to be prepared properly. She advised that typically the Board sold tickets to the event at \$20 per person in advance.

Commissioner Moore suggested that since these candidates were the possible Manager of the City, the Commission should approach the corporate community and ask for their assistance in underwriting some of the cost.

Mayor Naugle suggested that after the awards event, they could possibly have a community meeting with the candidates in another available room. Ms. Backus advised there was another room outside of the auditorium, but stated that the event normally ran from 8:30 p.m. to 9:00 p.m.

Commissioner Moore reiterated that he believed the corporate community would assist in this gathering. Mayor Naugle asked if such a meeting would be quality time for individuals to meet the candidates. He suggested that such a gathering be held on Thursday night providing a reception for the candidates. Ms. Backus suggested that possibly a meeting could be held before the event. She felt the candidates would be

more than welcome at the event, but her concern was due to the catering portion since the event was being opened to the public.

Commissioner Hutchinson suggested there be a gathering from 5:00 p.m. to 7:00 p.m. on Thursday night. She felt that some community partner would assist the City. Then, she stated the candidates could also be invited to the Community Appearance Awards. Mayor Naugle remarked that by attending the award reception, it would be a great way for the candidates to see the City. The Community Center was suggested for such a meeting. Ms. Steinberger stated that usually cars were rented for the individuals so they could get around, and possibly even look for housing while they were in the City. Commissioner Moore suggested that the meeting should be held in the Downtown area. River House and Riverwalk was suggested for the meeting. Ms. Steinberger stated that the exact time and location could be determined at a later date, and she would just advise the candidates that there would be an event that night.

Mayor Naugle asked for a clarification of the sample report provided by Personnel.

Ms. Steinberger stated that the first report was an example of information that would be received from the in-basket exercise. She proceeded to explain such report. She stated that on the subsequent pages there were various activities associated with each dimension which described what was involved, and listed the candidate's strengths and weaknesses. She further stated that there was another document entitled "Leaderless Group Discussion," which gave results as to how the candidates compared to other individuals in top level manager's positions. She explained that a "4" was accessible, and anything below meant they did not do well in that dimension.

Commissioner Moore asked what was the next step in regard to the 7 candidates. Mr. Kurfman stated that they would now proceed with a full background investigation, and such information would be provided before May 12, 2004. He remarked that it normally took two days to conduct such investigations.

Ms. Steinberger stated that in order to obtain reasonable air fares, she needed to make reservations within the next two days.

Mayor Naugle asked if references would be supplied to the Commission regarding the 7 candidates. Mr. Kurfman confirmed.

There being no further business to come before the Commission, the meeting was adjourned at approximately 2:48 p.m.