

CITY COMMISSION WORKSHOP MEETING**10:40 A.M.****April 20, 2011**

Present: Mayor John P. "Jack" Seiler
Vice Mayor Romney Rogers, Commissioners Bruce G. Roberts,
Charlotte E. Rodstrom, and Bobby B. DuBose

Also Present: City Clerk Jonda K. Joseph

Mayor Seiler explained the circumstances preventing this meeting from being broadcast. In the event repairs are made to the system by Comcast during the interviews, there was consensus approval to not video/broadcast any of the interviews.

Renee Narloch, Search Consultant, cautioned that the questions should not have anything to do with race, color, national origin, religion, sex, sexual orientation, disability, age and ancestry. A brief discussion followed concerning format. Mayor Seiler indicated appointment of a city manager was listed on the regular meeting agenda in the event the Commission wished to make a decision today. Unless the full Commission wishing to make a decision today, it will be deferred to May 17.

Each candidate gave introductory remarks on experience and answered the following questions.

Lee Feldman

Commissioner Roberts asked how Mr. Feldman would communicate with the Commission and how he would allow staff to communicate with the Commission. Mr. Feldman did not think there should be a line between the administrative and legislative branches. He does not discourage members of the Commission from having discussions with staff. However, contacting the manager when speaking with staff, for example, on repairing a pothole, would keep the manager informed of the issues. He is in contact with the Commission every day. He would prefer to drive around in each district with the respective commissioner. He emphasized the importance of honesty, open and free communication.

Commissioner Roberts indicated he was impressed by Mr. Feldman's comment in his interview with the committee about working for 5-0 and not 3-2.

Commissioner Rodstrom drew attention to the charter that prohibits the Commission from directing staff. Commissioner Roberts clarified the Commission may always ask questions of staff. Commissioner Rodstrom discussed past practice with the previous manager. Mr. Feldman indicated that he has read the charter and discussed this point with the City Attorney. Members of the Commission as citizens have the right to report anything.

Commissioner Rodstrom asked how his philosophy will help the Commission and what has he done in other communities in implementing his philosophy to make significant change. Mr. Feldman indicated Palm Bay was the first city in the state to adopt a citizen participation ordinance which requires developers to meet with the community before they file a planning with the planning and zoning department. Palm Bay has instituted telephone town hall meetings. By reaching out to the community, people will trust the City more.

Commissioner Rogers asked about Mr. Feldman's philosophy on fund balance expenditures to meet budget. Mr. Feldman observed that Fort Lauderdale's fund balance is very large, much higher than the Government Finance Officers Association's 15 percent rule. In economic times such as these, it is acceptable to gradually draw it down as part of a multi-year plan. Generally, he does not like to spend fund balance on recurring projects, but rather for non-recurring. These are uncharted times. To some degree this is a rainy day. However, fund balance should not be the only mechanism to trim a budget or a save all. Other areas to consider would be the work force, expenditures and alternative revenues.

Vice Mayor DuBose wanted an example where Mr. Feldman dealt with a commission sharply divided on an issue. Mr. Feldman thought a collegial body is a basic foundation. If members of a commission do not like each other, it is a disaster. He has observed that the Fort Lauderdale Commission disagrees from time to time, but it is not on a personal level. It is good for there to be different views. One example was anti-immigration legislation; a 3-2 vote and ultimately it was not passed. He spoke with each member of the council and tried to understand their concerns and tried to craft a solution that would work for everyone. He recognized it was going to be divided. After the vote, you have to move on. He recognizes everything will not always be 5-0. His goal would be to keep it civil and the discourse at a higher level.

Mayor Seiler asked about Mr. Feldman's experience with zero-based or performance-based budgeting. Mr. Feldman advised that he has experience with both. He does not like zero-based because there are certain aspects of local government that are required. As to performance-based, he noted without benchmarking incremental value for budget additions or subtractions, there will not be success. His approach is to prioritize through an action plan and then budget toward that plan. Then decide how to measure success and performance standards to get there. Mayor Seiler asked if Mr. Feldman has done a five-year plan. Mr. Feldman advised no, but he has started to experiment with creation of two-year budgets, and has done five-year revenue forecasting. He has spoken with the City Auditor and understands the work he will be doing on this. He felt a five-year plan would be good. The City's capital improvement plan (CIP) is actually one-year with a wish list after it.

Commissioner Roberts asked about Mr. Feldman's work in preparing for this position. Mr. Feldman indicated since submitting his application he has been to Fort Lauderdale four times. He has driven around and observed good things and other areas for improvement. He has spoken with community activists and has followed up with everyone on the search committee. He has met with the City Attorney, City Auditor and Police Chief. He has been trying to do his homework, recognizing he also has responsibilities in Palm Bay. Commissioner Roberts asked if he has found any organizational issues he would address as a priority. Mr. Feldman indicated that there are too many departments. He felt the police and fire chiefs need to report directly to the manager. Public safety is a primary issue and there needs to be uninhibited dialogue. However, he cautioned that is not to mean he would micro-manage. He will get his hands around the budget and the CIP and the Swimming Hall of Fame project. He would like to create a neighborhood partnership office operated out of the manager's office using existing staff, working directly with the City's civic associations. He would also like to create a 311 system so that people could have direct access and not have to figure out which department to call for which service. It is frustrating for people to not know who to call. Without a recording or voicemail and a runaround, people will start appreciating the level of service and government being provided.

In response to Commissioner Rodstrom, Mr. Feldman advised there are seven departments in Palm Bay. Palm Bay is a full service community. The only aspect that Fort Lauderdale has that Palm Bay does not is metered parking. In North Miami, he believed there were seven or eight departments. In Fort Lauderdale, he believed the structure could be eight or less. Commissioner Rodstrom asked about Mr. Feldman's experience in reigning in departments. Mr. Feldman indicated it is about looking at function and duplication. He would look at the ultimate mission of each department to see if there is a better fit within the organization. Theoretically, the parking function might fit with the parks and recreation department and the fleet might be better served in the public works department. Perhaps, fleet divisions for police and fire. He would have to look more carefully. Commissioner Rodstrom asked about Mr. Feldman's largest project as a city manager. Mr. Feldman noted in Palm Bay one that is just concluding: 1,600 acre new urban village that involves building of a new interchange on Interstate 95. It will be \$1.5 billion private investment into the community. He is working with the Federal Highway Administration and Florida Department of Transportation. In North Miami, he worked with a developer to develop a 160 acre superfund site as Biscayne Landings although since his departure the project has had a few pitfalls because of the economy. It represented about \$1 billion of investment. He initiated these and was at the table negotiating because he believes the manager's office should be involved with the business deal as well.

Vice Mayor Rogers asked about Mr. Feldman's experience in working with unions and pension reform. Mr. Feldman noted in North Miami, there was representation at the police level. In Palm Bay there are seven bargaining units, three of which are in the police department represented by the Fraternal Order of Police, two in the fire department represented by the International Association of Firefighters and National Association of Government Employees Blue for blue collar employees and National Association of Government Employees White for pink and white collar employees. They are at the table now with firefighters. He believed there is broad agreement now between the council and union on how a future plan will be structured. They are waiting to see what the state legislature does. There is a bill in the house now. In North Miami and Palm Bay, they grappled with large unfunded liabilities. One of his approaches was to float pension obligation bonds that lowered their cost of unfunded liability by two or three hundred basis points, resulting in a good annual savings. He would need to get more into the detail in Fort Lauderdale to understand the actuarial assumptions and what could work. Everyone is looking at the short-term because of how the market has performed, but pensions are a thirty-year program. We should be aware of short-term implications, but not throw out a good system that would ultimately pay itself off over a thirty-year period. It is a conversation that needs to occur with the commission and the unions.

Commissioner DuBose wanted to hear about Mr. Feldman's experience with diversity, community redevelopment areas (CRA) and blight. He was interested in Mr. Feldman's observations about the northwest CRA. Mr. Feldman indicated he has driven around Sistrunk and the CRA improvements there. He reviewed minutes of the last few CRA meetings. The plan is ambitious, concentrating on Sistrunk, however, he felt more work needs to be done off Sistrunk to not just concentrate on a specific corridor. He felt the City should work better with businesses in terms of business plans. Nova Southeastern University students could help businesses create business plans. CRAs need to be more than landscape, but how to increase the level of service for the impacted neighborhoods. With respect to housing, there are issues that need to be addressed.

He noticed abandoned buildings and did not think they can just be left abandoned. CRAs have tools that cities do not have in order to address those types of concerns. It is a matter of inventorying them and figuring out how they can work. Fort Lauderdale is a city of neighborhoods and no one neighborhood can be left behind. Diversity is not just a word. It has to be an organizational philosophy. This city has to be good for everybody. The best example of diversity is to start at city hall which will help bridge neighborhood diversity.

Commissioner DuBose asked about Mr. Feldman's experience with CRAs. Mr. Feldman indicated that Palm Bay's CRA is relatively large. It is about eight years old, so there is nothing coming in to do projects. In addition to aesthetics, they have used the CRA to buy land for land-banking and to work with the businesses. They established a program called Neighborhood Investment Cooperative Effort. CRA dollars were leveraged with CDBG and SHIP dollars. The money was put back into neighborhoods where neighbors were willing to make an investment in terms of their own sweat equity. There needs to be a commitment of the neighborhood.

In response to Mayor Seiler, Mr. Feldman indicated that he has worked on vision processes in both North Miami and Palm Bay. Vision processes are important because the community needs to have an understanding of where it wants to go. The process can be tedious and controversial. He thought that Wallace Roberts and Todd *sp is a great firm. The important aspect of visioning is to make it as inclusive as possible. There are great tools in Fort Lauderdale with the coalition of civic associations and strong business groups that will help. Vision plans must come with implementation plans that have to be reasonable. Those that do not work are when the facilitator suggests there are no rules and no money limitations. Palm Bay's vision plan is a guiding document and it is referred to routinely to check whether policy decisions are consistent with it.

Commissioner Rodstrom asked if the vision plans with which Mr. Feldman has experience were done in-house or outsourced. Mr. Feldman responded that they were outsourced, although staff was instrumental in providing data and working with the consultant. In Palm Bay some money was saved by using their GIS Enterprise for maps. Independence with no pre-conceived notions about the community is important. Palm Bay ultimately created an executive committee of fifteen individuals to work with the consultant. Various sectors of the community were represented in the committee.

Commissioner Rodstrom asked when Mr. Feldman would be able to start if selected. Mr. Feldman indicated there is a thirty-day provision with the council of Palm Bay. They are all aware of his application. The unofficial answer is tomorrow.

Commissioner DuBose asked if Mr. Feldman has any experience with economic development and the school system. Mr. Feldman believed without quality education, a quality workforce will not be attracted and businesses will not come to a place where they cannot attract a quality workforce. A partnership with the school board needs to be built. He cited a problem in North Miami. They worked with Miami Dade School Board on siting new schools and attracting magnet programs because they knew the City was interested and willing to make a financial investment. In Palm Bay most of the schools are A-rated, but there was overcrowding. They opened a municipal charter school. It was an investment on the City's part, but they recognized with overcrowded schools, people would not come there to live and work. He felt education needs to be addressed in Fort Lauderdale relatively quickly. With a new superintendent, it is time to forge new partnerships.

Mayor Seiler indicated that the Commission will make a decision today or a month from today.

In closing, Mr. Feldman remarked on the need for the active boards and committees to be utilized and appreciated more by management. He specifically mentioned the Budget Advisory Board. He also remarked on the value of engaging with the over forty civic associations. He will be a city manager out in the neighborhoods and not hiding behind the bureaucracy. He will interact with people, return phone calls, meet with them and address their issues. He believes in promoting innovation. If there is an occasional stumble, that is okay because organizations that do not fail are those that do not do anything. He would like to be the City's next city manager, chief community builder and neighbor.

A recess followed from 11:39 a.m. to 11:42 a.m.

Mike Levinson

Commissioner DuBose referred to the Fire Rescue Department and asked about Mr. Levinson's experience with consent decrees. Mr. Levinson advised in the 1990s Coral Springs was the eighth most rapidly growing city in the nation. It was diversifying as rapidly as it grew. He believes the composition and complexion of the municipal corporation should mirror that of the community at large. They instituted numerous outreach programs with colleges and universities in order to accomplish that objective. The City's employee base continues to diversify. It is extremely important in properly serving the community's needs. He confirmed that the fire department's workforce reflects the community's diversity in a lag effect. As the community diversifies rapidly, Coral Springs is catching up. There is not as quick of turnover as the community is turning over, but it is important to position the City to accomplish that objective strategically is important. Coral Springs will get there. Commissioner DuBose indicated that Fort Lauderdale has struggled with a consent decree for years and asked if Mr. Levinson has any thoughts on it. Mr. Levinson believed the workforce should mirror that of the community and he would support any steps necessary to accomplish that.

Commissioner Rogers asked what Mr. Levinson believes is the most important trait of leadership and his best example. Mr. Levinson felt there are a number of traits that go along with leadership. He believed that he is rational, analytical, engaging and interactive at all levels of the organization and community. He is objectively critical, decisive and clear in his message. He is a big proponent of mentoring and in doing so accountability of the organization. He leads by example and walks the talk. He felt his crowning achievement is a 97 percent employee satisfaction rating before he left Coral Springs and subsequent to both unionized and non-unionized labor volunteering to invoke a wage freeze.

Commissioner Rodstrom asked what Mr. Levinson thinks are Fort Lauderdale's greatest challenges. Mr. Levinson felt number one is catching up with the public infrastructure to accommodate development that has occurred and making sure the requisite infrastructure is put into place for future development. The City would need the financial capacity to do this and the ability to leverage through land development regulations the opportunity for the private sector to contribute through private/public partnership arrangements. He is a proponent of development, but that which is responsive to the community needs and done responsibly. Commissioner Rodstrom understood from

materials submitted that Mr. Levinson is good at structuring private/public partnerships and thought he is probably also good at finding funding in other areas and leveraging. Mr. Levinson believed the City should be managing development rather than development managing the City.

Commissioner Roberts asked about Mr. Levinson's communications' philosophy with the Commission and how he views the Commission communicating directly with staff. Mr. Levinson indicated that he believes in constant continuous communication with the Commission in the form of workshops, retreats and individually. He believes in soliciting ideas, recommendations and concerns of the Commission because they are most in touch with the constituents of the community. If selected, he would start with meeting individually with the Commission to understand the community's needs and expectations through their lenses. He believes in constant communication with employees through an intranet. The process has to be humanized, but to have on-time information and education into the organization, there are great ways of using technology to accomplish it. He would use technology, meetings in the community, dealing with associations and segments of the population to assess the community's needs and expectations. Realizing constraints of the charter, but also realizing there are sometimes the need for a commissioner to move forward more rapidly, Commissioner Roberts asked about Mr. Levinson's style with how work is done. Mr. Levinson believed the operative word is awareness. He needs to be aware of the issues so that he can work in tandem and everyone is working in harmony.

Mayor Seiler understood from the materials provided that Mr. Levinson considers budgeting an expertise of his. He asked about zero-based and performance based budgeting and his preference on the best way to get a budget under control. Mr. Levinson felt the best approach is to view it in the context of a business model, customer-focused, data-driven and results-oriented. He believes in strategic planning. A strategic plan is the policy plan of the Commission; it is the Commission's vision. He would provide the data and analysis to help the Commission create such a plan. The next step is to bring the policy to life through a business plan and initiatives, programs, projects, tactics and financial strategies in support of the strategic priorities and thereby advancing the vision of the community. The budget becomes a numerical reflection of the business plan in support of the promises made to the community. Credibility is the currency of leadership. Credibility is established by living up to promises made. For the Commission, it means living up to the promises made through the strategic plan and together with the promises made through the business plan that will drive that success. Often cities are missing the business plan and their commissions deliberate over how to fund a policy. It is very difficult to fund a policy. With concrete initiatives in support of the policy, it is much easier to fund them. This really defines performance based budgeting. He noted that he is a strong proponent of this type of budgeting.

Commissioner Rogers asked about the number of pension plans in Coral Springs and pension reform he has been able to implement. Mr. Levinson indicated there are two defined benefit plans for police and fire. The general employees are non-unionized and have a defined contribution plan (401A). On the pension side, the big issue is affordability moving forward. Coming through this economic recession, people have become acutely aware of the need for pension reform. He has been a strong proponent of legislation that would allow local governments to create a two-tiered system for new entrants with a different set of benefits without having to create two separate plans. Currently, the Division of Retirement has advised this would jeopardize Chapters 175 and 185 funding. Change needs to occur to allow this. It would improve funding the

liability at a more reasonable price. He served on the firefighters' pension board from its inception. When he left Coral Springs' plans were in good actuarial shape. A big challenge is pressure by the actuaries and general accounting standards in changing assumptions and methodologies. For example, many cities have not adopted new mortality tables and using 8-9 percent rate of return on their investments. The tables need to be revised and the percentage rate of return needs to be ratched down. Many cities are under a frozen initial liability methodology. GASB *sp out) is moving to an entry age normal methodology. Moving from one to the other there will need to be strategies developed to bring that funded liability to acceptable ranges. Coral Springs' actuarial reports have been excellent. The funded liability has been 80-85 percent. Anything above that would be unreasonable because the opportunity cost is much greater in other areas. Their external audits have been excellent. The pensions are in full adherence with GASB rules. Management letters have yielded no reportable conditions or material weaknesses during his tenure.

Commissioner DuBose asked about Mr. Levinson's experience in addressing blighted areas and experience with CRAs, as well as ideas on this topic. Mr. Levinson indicated that his experience with CRAs and tax increment financing go back over thirty years. He was the development finance administrator for Miami many years ago and the architect behind the Southeast Overtown Park West tax increment financing victory which later became known as a CRA. In running economic development programs for Dallas, he was instrumental in creating a tax increment financing district for the *12:09:17 get correct spelling of Stathomas) area of Dallas which is considered today as one of the finest tax increment districts in the nation. He created a CRA in Coral Springs, which is a performance based contract with the County. The City receives tax increment only when it is successful in adding tax increment in the form of new development. During his tenure as assistant executive director of Dallas area rapid transit, he was in charge of real estate and development around rail rapid transit systems generating prospectuses and creating incentive packages to attract affordable housing. He did this also in Miami. Commissioner Rodstrom was interested in the performance based approach for a CRA.

Commissioner Rodstrom thought that because Mr. Levinson has lived in a neighboring city down the street, he knows Fort Lauderdale's primary focus for economic development has to do with tourism and marine. Therefore, she did not feel the need to pose questions in this area.

Commissioner Rodstrom asked when Mr. Levinson would be able to start if selected. Mr. Levinson indicated probably the second to third week of May. He has consulting and financial advisor commitments but that work will be completed by that time. He has committed to certain speaking engagements, but did not see that as a problem.

Commissioner Rodstrom asked Mr. Levinson's strategy for reducing the number of department directors. Mr. Levinson indicated he would first have to acquaint himself with the needs and expectations of the community. He would assess the state of readiness of the organization to meet those needs and expectations in the most fiscally responsible way. He would look at the organization's capabilities, organizational structure, delivery system, tools of production and public infrastructure. He would then determine where opportunities for improvement existed. He would adjust accordingly. He would do so in a very engaging way with the Commission.

Commissioner Roberts noticed there are fourteen departments in Coral Springs. He has a concern about the number of departments in Fort Lauderdale. He asked if there is

anything that Mr. Levinson would see as a priority to address in Fort Lauderdale. Mr. Levinson indicated he would first have to have knowledge as to the needs and then assess the state of readiness of the organization. One of the first things to examine would be financial solvency and begin to employ decision-making tools related to forecasting capital improvement programming and other important tools to give the City insight from a policy programmatic standpoint. His approach would be systematic, following the Malcolm Baldrige criteria.

In response to Mayor Seiler, Mr. Levinson indicated in Coral Springs, they did a visioning session where all segments and sectors of the economy were invited. From that process, the City established strategic priority areas most important to the community. The City then engineered an advisory committee to tap the intellectual capital of the community as to what direction the strategic priorities should be taken. The Commission led that charge. That visioning session led to the creation of their first strategic plan. After ten years, they felt it was time to reassess the vision. The City went through the same process and the feedback resulted in creation of new strategic priorities relating to strength in diversity, transportation mobility and connectivity within the community and sustainability. Also was taking education to the next level, bringing in higher education opportunities. Broward College will be establishing a satellite campus in Coral Springs. There is also a university partnership that offers classes in the City's facilities. They also found innovative ways of forging partnerships with the School Board and developed 9,000 additional student stations in Coral Springs that eradicated overcrowding which was the number one threat that the community saw as an impact on education and quality of life.

Vice Mayor Rogers noted that contrasts between Coral Springs and Fort Lauderdale and asked about crossovers that could be brought to Fort Lauderdale, giving it a tool it might not have and would allow development and redevelopment to not adversely impact neighborhoods. Mr. Levinson noted prior to Coral Springs, he worked in the private sector in the area of financial advisory services, developing public private partnerships and economic development incentives and prior to that time he did economic development for the Dallas area rapid transit and prior to that he started Dallas' economic development programs. In undertaking PhD work, he did the same for New Haven, Connecticut. He would draw from that experience, but also from best practices of other cities and cities with which he is engaged in providing advisory services. The direct answer is yes. He believed he has the background and skill sets and knowledge of real estate and development and financing to negotiate packages wherein there would be a balance between the needs of the development community and the express needs of the community at-large. He believed he has achieved this many times over thirty years of negotiating and working within that particular space.

In closing, Mr. Levinson felt his core competencies are absolutely necessary and integral in taking Fort Lauderdale to the next level as a team. Those competencies are leadership, economic development, finance, and strategic and business planning that are needed by a city manager to create a vision and advance it in the most responsive and fiscally responsible way. The whole is greater than the sum of its parts. Based on his resume and results he has achieved over the years, he believed he is the right person for this position. He would relish the opportunity to work with the Commission toward establishing a vision and achieving it for the benefit of the community.

A recess followed from 12:25 p.m. to 12:36 p.m.

Pat DiGiovanni

Commissioner Rodstrom asked about the difference between deputy city manager and city manager in San Antonio. Mr. DiGiovanni advised there are two deputy city managers who report directly to the city manager. There are also five assistant city managers who depending upon the time of year either report to a deputy or the city manager. If the city manager is not available, one of the two deputies takes over. Duties change from time to time based on the city manager's wishes. Currently, his responsibilities include the aviation department, convention facilities, Alamo Dome, office of cultural affairs, office of military affairs and center city development office that is relatively new and focused on the inner-city. He has been spending most of his time working on the inner-city revitalization efforts. In further response, Mr. DiGiovanni advised the form of government in Kalamazoo is commission-manager. He worked directly for seven commissioners of which the highest vote getter was the mayor.

Commissioner Roberts asked about Mr. DiGiovanni's communication style with the Commission and how he views the Commission communicating directly with staff. Mr. DiGiovanni indicated that he would adapt his style to that of the Commission. Personally he likes and feels the best is face to face contact, but recognizes that is sometimes difficult. As far as speaking to staff, he noted that any citizen can contact a city staffer and there is no reason an elected official should not be able to do the same. There is a line as to directing city staff that is addressed in the charter. In terms of dialogue or trying to get information that any citizen can get, commissioners should have the same access.

Commissioner DuBose asked about Mr. DiGiovanni's experience with blighted areas and CRAs specifically. Mr. DiGiovanni indicated he has had experience in Kalamazoo and San Antonio with regard to under-served populations and depressed neighborhoods. In Kalamazoo, a neighborhood was adjacent to a university with a great deal of housing and there were complaints of noise and trash. Another area in Kalamazoo was under-served in terms of a grocery store. The City with other community partners collaborated on bringing a full-service grocery store to that predominantly African American community. They guaranteed all of the loans for the notes. The City worked to get a sexually oriented business out of the neighborhood that had existed there for 20-30 years. That corridor is now being redeveloped. In San Antonio, he is currently working on five revitalization projects. Years ago the AT&T Center, where the San Antonio Spurs play, was moved from downtown to the east side with the hopes that economic development would follow. However, nothing happened. The Mayor and district Council member called for an economic development summit for dialogue with the community on how to improve quality of life issues and bring about economic revitalization. The community identified five potential projects that his office is now quarterbacking. One is working with the school district on bringing their headquarters to an abandoned, historically significant building, with five hundred employees.

Mayor Seiler asked Mr. DiGiovanni's experience with zero-based or performance based budgeting. Mr. DiGiovanni indicated he does not have any experience with zero-based budgeting. San Antonio uses results-oriented budget process, but the state requires line items. They try to keep it at the executive level in terms of the results the City is looking for. This is his experience both in Kalamazoo and San Antonio. In further response, Mr. DiGiovanni indicated he had direct responsibility for the budget in Kalamazoo. In San Antonio, he is part of the budget development team. Direct responsibility for the budget rests with an assistant city manager that reports directly to

the City Manager. The development team reviews most of the budget unless called away.

Vice Mayor Rogers asked Mr. DiGiovanni's experience with unions, pensions and whether he has any examples of pension reform. Mr. DiGiovanni indicated in Kalamazoo he served on the pension board and the investment committee. Kalamazoo had a defined benefit plan. He dealt directly with the City's six unions. Ten years before his arrival, Kalamazoo established an investment committee and at his departure the pension was about 165 percent over-funded because of the committee's work. He indicated his union experience in Kalamazoo is extensive. He inherited a difficult labor management situation with the exodus of the previous city manager. One great thing that came out of the repair process was establishment of a labor management committee that met monthly; a collaborative effort in putting together the agenda to deal with big picture issues. It was an opportunity to hear from union members and the city manager in terms of goals and objectives, where the Commission was taking them and why certain issues needed to be addressed through the contracts. He believed the confidence of the unions was restored. In San Antonio he does not deal with unions, but rather with projects and strategic planning. He has served as chair of the Texas Municipal Retirement System. They are seeking reform at the state level. There is a current bill concerning repeated cost of living increases. It is supported by retirees and employees. There is also the idea of a one-time check to retirees if the system is doing well.

In response to Commissioner Rodstrom, Mr. DiGiovanni advised that although the San Antonio manager is the ultimate decision maker on the hiring of department directors, he has a great deal of input and influence in the process. Because the organization is so large, the deputies and assistants really take on the role of city manager on a daily basis for their respective areas. They are given a great deal of latitude. In Kalamazoo, he used a collaborative process engaging the community and internal people for the vetting process, but ultimately he made the decision. Commissioner Rodstrom asked about his experience and strategy with downsizing the government. Mr. DiGiovanni indicated in the mid-1990s it was done because of Michigan's recession. He designed a program called Reducing the Cost of Government. It was a two-year process reducing the service levels and cost by 10 percent, recurring, with no lay-offs. San Antonio has been more fortunate. Budget cuts have not been nearly as much as he had to do in Kalamazoo.

Commissioner Roberts asked about Mr. DiGiovanni's work in preparing for this position and what would be his priorities if selected. Mr. DiGiovanni indicated he has looked at information on the Internet and spoken with individuals in the community. There are some crucial vacancies. He would look at the executive level. He was not sure it is broken, but there was not the best relationship with the former city manager and there needs to be a repair. The manager works for the city commission. He respects and never loses sight of this. In addition to repair, he would like to be a leader, somewhat visionary and help the Commission see things around the corner and catch blind spots. His job is to give the Commission the best information to keep the City out of harm's way and on a good track to financial viability and providing services to the community. Commissioner Roberts asked about Mr. DiGiovanni's experience in reaching out to the community and neighborhood associations. Mr. DiGiovanni indicated he has extensive experience in dealing with advisory boards. In Kalamazoo he created the first citizens public safety review board which was difficult as the police unions were suspect of it. There were calls for a separately elected citizen review board over the public safety

department which he had difficulty endorsing as the elected body was charged with overseeing City operations. The board was composed of individuals to look at cases of abuse or excess force kinds of situations, trying to be fair to the citizens and charged officer. In San Antonio, he is working with the community on redeveloping property that the City purchased, prioritizing what is important to the community to revitalize the area. He was confident and comfortable in settings of engaging the community. It is about trust and letting people know the City is there to listen and act upon their wishes. His job is to engineer a win-win package.

Commissioner DuBose asked Mr. DiGiovanni about his experience in dealing with an issue that sharply divided the commission and, or community. Mr. DiGiovanni indicated in Kalamazoo an individual was stopped for an out taillight. An altercation ensued and the officer eventually arrested the individual. Protocol was to ask detainees certain questions for their own safety. Procedure was to place the detainee in a suicide gown, but on that evening they were out of them. The decision was to place this individual in a cell in the nude. When this became public, he immediately called for an investigation. The police chief concluded that it was appropriate action, given the fact that previously someone had hung themselves in a jail cell because the appropriate suicide questions had not been asked. He could not expound upon how distraught he was with that decision. The individual was African-American. Some member of the council supported the public safety department as he did and others who were infuriated. He felt he could not live with himself if the City did not admit it was the wrong thing to do. As soon as the City admitted it was wrong and that it would never happen again, everything subsided. They began a healing process in terms of outreach. The City was sued and settled for \$10,000. There were a series of other lawsuits that followed that the City had to settle because it was unknown that this had been happening for a number of years.

Vice Mayor Rogers asked about the amount of time needed for transition. In San Antonio, Mr. DiGiovanni indicated the City Manager expects people to get up to speed fairly quickly. He would immerse himself in the community as best as possible understanding who are the people that would really make a difference in terms of day to day work. It could be colleagues inside the organization or community members who have a good pulse of the community and issues. Much of his time in San Antonio has been spent on economic development and neighborhood revitalization and he has tried to build relationships with individuals in both of those camps that would be helpful to the work at city hall. He would anticipate doing the same here. He would hope to spend a lot of time with members of the Commission to understand what they want to accomplish. There is a whole network of social capital in which he would like to immerse himself, as well as the organization. There is important institutional memory. He would need to talk with people in the organization with that knowledge that could be someone who is washing the floors, secretaries or chief executives. He would want to get acquainted and understand their values and the guidelines and principles that this organization operates under and then make his own choices on changes that have to be made. Vice Mayor Rogers asked about the amount of transition time it took moving from Kalamazoo to San Antonio and how long Mr. DiGiovanni felt it would require to transition to Fort Lauderdale. From Kalamazoo to San Antonio, Mr. DiGiovanni remarked on the size of the organization with over 11,000 employees and thirty departments. He believed it would be a six-month process. He could get up to speed on a lot of issues with a sixty to ninety-day plan, certainly the Commission's priorities and then to make sure the Commission understands what he is going after.

Mayor Seiler asked if Mr. DiGiovanni has had any responsibility to oversee San Antonio's Riverwalk, its development or redevelopment because he believed Fort Lauderdale's Riverwalk is under-utilized. Mr. DiGiovanni advised that the Riverwalk is maintained by their downtown operations who have reported to him for a number of years until recently and it may be coming back to him. He noted the City just recently completed another 1 ½ miles to the north of additional Riverwalk primed for redevelopment. He is working with the development community on a number of opportunities that will possibly bring about more hotels and more likely residential multi-family housing because of the oversupply of hotels in San Antonio. The southern reach of about 7 miles is under construction. It will be more passive recreation therefore he will have less to do with it. The City is constantly working with downtown stakeholders on how to improve it with capital improvements. He hoped to spend some time this afternoon walking about the downtown and the Riverwalk.

In closing, Mr. DiGiovanni noted he has a great deal of experience working with tax increment financing. There are thirty-four such zones in San Antonio. He has been concentrating on the inner-city ones to revamp them because they are not producing what the City feels they should. He hoped that he has provided enough examples that demonstrate his commitment to this profession. He has always maintained the highest integrity and professional standards. He is a credentialed city manager under the International City Management Association (ICMA). He continues to do so because he feels it is important to verse himself in the latest and best practices.

A recess followed from 1:23 p.m. to 1:25 p.m.

Mayor Seiler indicated if the Commission is prepared to rank and vote today, it could proceed. If anyone wants additional time, this could be scheduled as the first conference agenda upon Commissioner Roberts' return. Commissioner DuBose wanted more time. Mayor Seiler requested the City Clerk place this item as the first item of business at the May 17, 2011 conference meeting with a selection that evening.

In response to Commissioner DuBose, Ms. Narloch indicated that she made a very concerted effort to reach out to female and racial minority candidates. There were several that she tried to encourage to apply, but they were entrenched in their current jobs and it was not the right timing. There was some diversity in the candidates presented to the search committee.

Vice Mayor Rogers raised the idea of a meet and greet event in the next thirty days. Mayor Seiler noted some have current jobs. Both Commissioner Roberts thought the process has already given ample opportunity to citizens. He mentioned the interview videos available online. Vice Mayor Rogers remarked that he got a different impression after meeting the candidates personally. Commissioner Rodstrom thought it might be a disadvantage to Mr. DiGiovanni. Commissioner DuBose saw some merit to personal interaction but was agreeable either way. Commissioner Rodstrom indicated there was huge social interaction after the committee interviews. There was no consensus.

There being no other matters to come before the Commission, the meeting was adjourned at 1:35 p.m.