



Town of Melbourne Beach

TOWN COMMISSION WORKSHOP

WEDNESDAY, AUGUST 16, 2017

5:30 p.m.

COMMUNITY CENTER – 509 OCEAN AVENUE

MINUTES

Mayor Jim Simmons
Vice Mayor Tom Davis
Commissioner Wyatt Hoover
Commissioner Sherri Quarrie
Commissioner Steve Walters

Interim Town Manager Elizabeth Mascaro
Town Clerk Nancy Wilson

**The Town Commission held a Workshop
on Wednesday, August 16, 2017**

I. Call to Order – Led by Mayor Simmons

Mayor Simmons called the meeting to order at 5:30 p.m.

II. Roll Call

Town Clerk Wilson led the roll call.

Commissioners Present:

Mayor Jim Simmons
Vice Mayor Tom Davis
Commissioner Wyatt Hoover
Commissioner Steve Walters
Commissioner Sherri Quarrie

Staff Present:

Interim Town Manager Elizabeth Mascaro
Town Clerk Nancy Wilson

III. Pledge of Allegiance and Moment of Silence

Led by Mayor Simmons

IV. New Business

- A. Discussion with FCCMA *Range Riders* Senior Advisor Oel Wingo regarding recruitment plan for a new Town Manager

Ms. Wingo explained that the *Senior Advisors* provide recruiting services on a volunteer basis for smaller municipalities since larger municipalities can generally afford to hire management recruiting firms. She provided a dozen or so documents, developed by the *Senior Advisors*, to support the Commission during the process and determine how much help they may need. The survey she had sent to the Commission members was a tool she used to get them to figure out what they were looking for in a Town Manager.

Ms. Wingo told the Commission that they need to be prepared to answer the question “why the turnover?” Interested candidates will call previous managers to find out about their employment while in Melbourne Beach and why they left. Also, the Commission needs to reach a consensus about what they really want and need in a Town Manager before placing an advertisement for the position; the survey gets them thinking about that. Determine, up front, what you are willing to pay and if you will pay mileage to an interview, etc. She said having consensus about certain issues will make the process run more smoothly. Ms. Wingo suggested that they have an advertising window of 30 days after which they conduct interviews for no more than five applicants scheduled for one day. If those candidates don’t work out, the Commission could move to the second tier of applicants.

Also included in the package of information Ms. Wingo provided were interview questions and questions to avoid. She said they need to decide up front what

questions to ask and ask all interviewees the same questions. Also, the Commission must decide what they are comfortable with in an agreement with a new person, keeping in mind what may have made a difference with the past three Town Managers. As a group, the Commission needs to come up with guidelines; she encouraged them to talk about attributes they want in a new Town Manager.

Mayor Simmons asked Ms. Wingo if the *Senior Advisors* do the screening and if they will perform background checks to scan for red flags. Ms. Wingo answered, saying they are not allowed to do background checks as volunteers. However, she has been in this business for a long time, knows a lot of people and she wouldn't hesitate to contact an applicant. Ultimately, she will only perform and provide a professional ranking.

Ms. Wingo said they could start at the top of the survey she provided and address education requirements. Does the Commission care about a degree or would they like to require a Bachelor's or higher degree? Commissioner Walters said he wants to use our current job description saying that it covers some issues Ms. Wingo has discussed and it was previously reviewed by professionals and lawyers. He added that previous Town Managers have not been honest about relocating to the area nor have they been qualified for the job. In conclusion, he is in favor of using the current job description with the stated minimum requirements.

Commissioner Hoover said the current job description is a good starting point but he likes the questions in the survey that ask about experience and projects they've worked on. He'd like someone who is not necessarily the best candidate for who we are right now but what we are going to face in the coming years. He doesn't think we are prepared to deal with the explosive population growth that we will encounter in the coming years.

Vice Mayor Davis said we beat up ourselves too much over how long our Managers stay because 18 months is not a short tenure for a Town Manager. Ms. Wingo said that was once the case but now Town Manager longevity has increased to 5-7 years due to the position being filled by more professional people. She added that when a Town has a bad record, it doesn't improve because professionals won't accept those jobs. Vice Mayor asked if that is more common in small towns to which she answered that it's not the size but the longevity of the Commission.

Mayor Simmons said what he liked in the last Town Manager is that if something was going to get done, he had to do it. We have limited staff and he recognized that. In 1.5 years in the job, he got more accomplished than in the previous 10

years. The Town Manager before our most recent one was very good in that he was able to calm the waters after the previous Town Manager but that he was more of a delegator and he didn't get as much done as his successor. The Mayor said he thinks the two Managers fully intended to move to Melbourne Beach when they took the jobs, but, ultimately, could not make a permanent move. The Mayor said he'd like to hire somebody who has ties to the area who is willing to grow with the Town; he wants someone who has to sell a house to leave not someone who has to sell a house to come here. Mayor Simmons said he is a big believer in a college degree but he's not sure it is required for this position.

Commissioner Walters thinks if the Town pays almost a \$100,000 annual salary, the employee should have a college degree. He said if a candidate is in his/her fifties and didn't care enough about their future to get a degree then he doesn't want them educated on the job and have the Town pay the price.

The Commission varied somewhat on the college degree requirement and Ms. Wingo said that specifying 2-3 years' experience as a manager in local government as a requirement would be limiting. She said that department heads that go through FCCMA's mentoring program are making terrific managers. Mayor Simmons said that he doesn't feel we should limit ourselves to Business or Public Administration degrees.

Ms. Wingo said that when references are called, you can get a gut feeling about the person's capabilities and whether they will be a good fit. For what is required in a small town like Melbourne Beach, she feels it's a must to hire someone who has been in municipal government.

Mayor Simmons suggested that a Bachelor's degree (not restricted to Public Administration or Business Administration) be required from a recognized college or university supplemented by additional coursework in government, administration or management. In addition, the degree should be supplemented by 2 years' experience in local government in a managerial capacity. Ms. Wingo said that by requiring managerial experience in a local government capacity we would shrink our playing field. She said you want to ensure that the new Town Manager has budget, finance and supervisory experience; are they supervising people on a daily basis; are they able to get the job done. She said supervisory experience should suffice.

Ms. Wingo said the consensus is that we need to broaden our minimum qualifications to require:

- A Bachelor's degree from an accredited institution
- 2-3 years supervisory/management experience
- 2-3 years local government experience

- State of Florida experience

She said she can work with staff and have them bring something back to the Commission. She added that the employment package should include a profile that describes the community and the Commission's expectations which include the ability to relocate. Also, she suggested that the Commission look at the employment agreement and decide what in it worked and what didn't.

Ms. Wingo said that it is imperative to make a minimum requirement be membership in FCCMA because of the strong ethics that are nurtured in that organization. She said the next step in the process is for the Commission members to send her their surveys at which point she will work with staff to draft an advertisement and draw up a profile that we can give to candidates. She committed to completing a job description, a preliminary profile and an ad by August 21st. These drafts will then be brought back to the Commission.

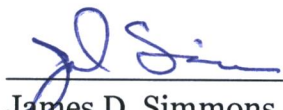
The Commission agreed by consensus to engage her services and to have her rank the applications we receive. The Commission can see all of the applications but she will choose the top ten.

V. Adjournment

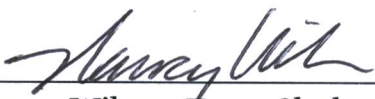
Commissioner Hoover made a motion to adjourn; Vice Mayor Davis seconded. Motion carried 5-0.

Meeting adjourned at 6:44 p.m.

ATTEST:



James D. Simmons, Mayor



Nancy Wilson, Town Clerk