

**CITY OF DELTONA, FLORIDA
CITY COMMISSION WORKSHOP MEETING
WEDNESDAY, APRIL 1, 2015**

A Workshop Meeting of the Deltona City Commission was held on Wednesday, April 1, 2015 at the City Hall Commission Chambers, 2345 Providence Blvd., Deltona, Florida.

1. CALL TO ORDER:

The meeting was called to order at 5:30 p.m. by Mayor John Masiarczyk.

2. ROLL CALL:

Mayor	John Masiarczyk	Present
Vice Mayor	Nancy Schleicher	Present
Commissioner	Heidi Herzberg	Present
Commissioner	Mitch Honaker	Present
Commissioner	Chris Nabicht	Present
Commissioner	Diane Smith	Present
Commissioner	Brian Soukup	Present
Acting City Manager	Dale Baker	Present
City Attorney	Becky Vose	Present
City Clerk	Joyce Raftery	Present

3. PLEDGE TO THE FLAG:

The City Commission and staff said the pledge to the flag.

4. BUSINESS:

A. Skype Interviews – Candidates for City Manager.

PATRICK SALERNO:

W.D. Higginbotham connected via skype with candidate Patrick Salerno and everyone went around the table and introduced themselves. He asked the following questions and explained the Commission may have questions at the end:

1. Why are you interested in becoming Deltona's next City Manager? Specifically, please tell us what about this position you find most inviting. What motivates you professionally?

Mr. Salerno replied it is a combination of both professional and personal reasons. Professionally he has the skillset that he believes Deltona would be well served with. His strong suits are financial management, economic development, and turning communities that have not realized their potential into shining stars, the envy of other communities and an organization that others look to for guidance and the right way to do things. Personally he has a lot of family and friends, his wife graduated from DeLand High, his wife's brother and his brother met many friends and others that are important to them that live in Volusia County. He has lived in Volusia County for five (5) years when he was the Assistant Volusia County Manager for Volusia and he was the liaison for the City Manager and County Council with Deltona's Municipal Services District (MDS) Advisory Board before its incorporation. In fact when he was the liaison there was not any

talk of incorporation so he would like to think that the County was delivering but, he certainly recognizes that it was in the best interest of the community to do so, he just happened to have been there early on. He has an in-depth understanding of the community and its expectations. He likes making communities better, that is what he thrives on and solving problems. He has a long and established track record in Florida, he is known for getting the best out of communities, he listens a lot to what Commissioners want and he delivers. He has a track record for doing that, every community he has ever left has been turned around and made financially sound and equitable and from an economic development standpoint award winning communities where the business sector strives. He has taken communities that were known for being no better than a place for a Dollar General Store and he knows there have been some that have said that about Deltona. He has taken communities with some negative connotations towards their future and turned them into shining stars, ones that are the envy of other communities particularly here in Florida. He is motivated by the more difficult the problem, the more he gets excited about addressing it and resolving it for the community. The other aspect of it is making the community the best it can be, that is what he likes to do, paper pushing is important but, everything has to be in order and the City has to be well run. What really excites him is making the things that the Commission and the residents pay attention to, that they see and that they can then say that City government is working in the best interest of them.

2. Please identify the two management skills you possess and have used the most in managing your staff.

Mr. Salerno replied the first one (1) would be participate, he likes to involve staff in the decision making process but, that does not mean he is not reluctant if a consensus cannot be reached or time does not allow to make those decisions himself and he likes to have everyone onboard if that is at all possible. The other aspect is give employees something important to do, to make themselves feel like they are a part of something that means something to the community, they are not just there putting in time, they are there to be a part of something that is very important and they get to take pride as well in the fact that they are a participant in changing something and making something important happen. There is a certain amount of paper pushing that you have to do but, you have to give people important things to do, making them feel like they are a part of it, making those things happen and giving recognition and celebrating accomplishments. Those are some of the things he is particularly noted for.

3. Please tell us about your experience with labor negotiations and what is your role or participation in the process.

Mr. Salerno replied he started as an intern for the City Manager in the City of Oklahoma City and his first experience with collective bargaining they were allowed to strike in Oklahoma. His first experience was to witness a 900 sworn member police department walking up to the Mayor and Manager's office where they were sitting behind a table and the 900 officers walked in and put their badges down and resigned on the spot as a result of labor negotiations not going to their satisfaction. From there his career grew directly into management where he was Assistant County Manager, Assistant City Manager and both the County Manager and City Manager and he believes he is the only candidate in the pool that has been a City Manager in Florida and has been a City Manager for 23 years in Florida. His general philosophy in collective bargaining is to be interest based and he tries to make it a win, win situation. When entering negotiations there are certain

objectives on the table that management wants to accomplished, the Commission wants to see accomplished but, labor negotiations are not done when the contract is done. Then it goes into the execution of the contract, then managing labor relations, and it is important that people feel they have been treated fairly. It is important not only to make people feel but, make them believe and know they are being treated fairly in the equation. If you can make people feel like they are being heard and understood and treated favorably there is a good chance of having a positive outcome. He has worked all the way from the grunt level of negotiations doing everything that everyone else did not want to do up through the person who establishes for the City or the County the Chief Executive Officers objectives which are obviously based upon carrying out what the Mayor and Commissioners or in some cases the Chairman and the Commission members of the County. His role has varied over time and has depended on the circumstance, he is an adaptive individual. He would not want to sit here and tell the Commission how he would handle that role in Deltona unless he had a chance to talk to each of the Commission, the Union leadership and get a sense for how important to the Union leadership it is for the management to be at the table. Unions always want the managers to be at the table so they can get answers immediately and directly on the spot. Sometimes it is advantageous for management not to be in that particular situation but, again people want to be treated fairly, show them that you are listening and so he would take the lead first from how those relationships develop and if it was appropriate to participate directly. He has a full understanding from the very detailed to the big picture policy issues that are associated with collective bargaining.

4. Considering what you know about Deltona, what would you say are the City's shortcomings and how would you propose to encourage Economic Development.

Mr. Salerno replied not only has he lived in Volusia County for the last five (5) years but, he has visited for the last 30 years on a regular basis, many of the issues since the inception of the City are still in the minds of people today. The lack of a diversified tax base, when talking about shortcomings the tax base is not diverse, the commercial office retail tax base represents only 4% of the total tax base and 85% of the tax base is residential. In order for the community to be well rounded and diversified it should have at least one third (1/3) of its tax base should be represented by commercial, office, retail, and restaurants. This tells him that obviously the numbers back up the feeling that Deltona is a bedroom community and there is no employment center or a destination place for spec office buildings to be built. Building on a suite to suite basis happens when there is a tenant and the building is already leased. On a speculative office basis the City has a situation where the business community recognizes that their risk in investing in Deltona is such that they are willing to take it, invest in without having a tenant sign a lease and establishing the fact they will have at least by the time the building is built or shortly thereafter. Right now, he thinks, Deltona is still considered by the business community, particular office developers as a risky proposition. How would he change it, first there is no one (1) fix or book that can be looked at, each community is different, and each community has its own strengths and weaknesses. Looking at Deltona certainly there is not today business support amenities that Class A office looks for like quality hotels, restaurants, entertainment, and quality retail which do not exist to a great extent in the City. Clearly the City needs to work on that and also, needs to work on its brand strategy; he does not mean a catchy logo or pretty graphic because those do not fool anybody. He is talking about a strategy that says what is it that Deltona aspires to be and what is it doing to get there. There is no town center, the closet thing would be City Hall, where there are some civic aspects of both life there but, creating a center for community and a real downtown, those are all

possible. He would not want to describe the best alternative, there is the I-4/S.R. 472 corridor with some property there that the City is able to develop which may be a key aspect but, it would have to be successful in getting a developer who would be willing to take that risk to participate in that and he has been very successful in doing so. It is not one (1) thing, it is everything done as a Commission, every decision made by the City Manager, has to be looking at how to make Deltona a destination community. Deltona needs business support amenities, sites, a relationship with the commercial brokerage community in Central Florida that looks for office space and delivers those clients and marketable ready to go sites for business prospects to come to.

5. As the newly appointed City Manager of Deltona, what are some techniques you would employ to create an atmosphere of trust and unity within the City administration/government and the Community? What experiences will you draw upon to assist you in the transition?

Mr. Salerno replied the most important thing in the yearly tenor of the new City Manager, him in particular if he was chosen, would be to do a lot of listening, listening is most important and that means listening to all the different factors in the community, that is department heads, the unions, the environmental groups, the neighborhood groups, the business community, and the media/press. Talk with them about what their concerns have been in the past, what they would like to see for their community and how they would like to see Deltona in the future. He stated he believes that it is going to be important in Deltona to do an assessment of the finances, get a handle on strategic strengths and weaknesses of the City's financial situation, certainly if the City does not have resources and money it will not be able to improve a lot of the things necessary to improve the quality of life in the community. The City needs to find a way to do that without just increasing taxes, anyone can do that. In his last two (2) positions when he was the Manger of Sunrise, the last 13 years out of his 18 years he lowered the tax rate each of the last 13 years and left them with more money than knew what to do with in reserves. In Coral Gables Florida he inherited a City, one (1) of the most beautiful in the country but, it had been left to go adrift and 10 days after he took the position he found out that they were broke, had overestimated revenues, underestimated expenditures and financially on the brink of going under. In five (5) years he took it from a no fund balance to \$37 million and lowered taxes each of the last three (3) years, put major renovation projects throughout the City, and addressed all capital infrastructure needs during that time frame. Getting an understanding of the finances, laying out a path work to present to the Commission, a strategy to get into that position, and assess staff, management needs to be comfortable and the Commission needs to be comfortable that the staff is fully capable of delivering on the objectives and goals established. He wants to get to know staff, he wants to be a friend to them but, his goal is not to be every staff members best friend but, they need to know they will be treated fairly, he cares about them both as a group and individually and their families and he wants to see them develop and feel like they are a part of something great. Creating a friendly environment from day one (1) is going to be very important and something he will focus on. He does not know what the work culture is in Deltona and he would do an assessment to find out what the culture is.

6. What experience have you had in dealing with staff recruitment and development?

Mr. Salerno replied this is one (1) of the most important thing to look for when hiring a manager, buying their services and engaging them. That is to make sure they make the best hiring decisions, frequently those decisions are going to last potentially decades, each single decision that they make

on bringing somebody into the organization but, development is not what you do when you get the person, it is how you get the most out of them over time. How do you get them to feel like they are important, how do you get them to do the things that the Commission wants to see done and those are all aspects that are critical that he has had to do in every job he has had. The smallest organizations that he has managed where he comes from, Coral Gables with 50 thousand residents and 800 employees and he has managed organizations in counties as the County Manager with four thousand (4,000) employees. If the staff is not developed, then a key resource is not developed and City government and delivering services is a people business and it is important to pay attention to staff. If the employees are treated well and with respect then they will treat the residents well and with respect.

Mayor Masiarczyk asked if Mr. Salerno if he had reviewed the City Charter and if he had a problem with relocating to Deltona. Mr. Salerno replied he is aware of that requirement, he has no problem with it and he has never lived in a community other than the one (1) that he was the manager of. He would never even think of doing anything different, he knows Deltona, the residents, the housing stock, and he has no problem, like he said he would feel a bit like a “carpet bagger” if he did not live in the community that he was the manager of. He thinks the community would have questions about the commitment of the manager if they did not choose to live in that community and it would be his intension to be there for a long time.

W.D. Higginbotham explained the Commission is interview five (5) candidates, that one (1) of the candidates withdrew last night, he is the first of the three (3) candidates being interviewed tonight, it is the intent of the Commission to make a selection of three (3) candidates to move forward in the process and will come to Deltona for a meet and greet and face to face interviews, the dates have not been set yet but, the process will move reasonably quickly after tonight and once he knows more, he will share with the candidates what he knows.

7. Do you have any questions of us?

Mr. Salerno asked if it is the expectation that the Commission make a decision on the finalist this evening and W.D. Higginbotham replied “yes sir.”

Mr. Salerno stated he would be honored to serve the Commission in Deltona as the next Manager and he will go one (1) step further, he would welcome if he was fortunate enough to be moved on in the process to the finalist stage and if he was ultimately selected preliminarily as the Commission’s choice, he would welcome each of the Commission for a delegation to come visit south Florida to let him show them how he transformed, took a community like Deltona, lower middle to middle income type community and turned it into one (1) of the premier cities in the State in the case of Sunrise. He would show the Commission how it is possible and what was accomplished. He would take the Commission to Coral Gables, his current home and show what he accomplished there before the Commission makes a decision so it would feel very comfortable with the track record he would be bringing to the City. He mentioned earlier that he has significant ties to the community and he is not an unknown quantity in Volusia County. When he left Coral Gables he was given by the City the key to the City, those are not provided after someone has announced that they are leaving the City if that person is not leaving on good terms and he was also given life time free parking. Coral Gables is a wonderful community, it was internally lacking, financially in very poor shape and in the summer of 2013 the City made a decision to compete

throughout the world to be the best community of its size which was 25 thousand to 75 thousand in the world. It was a nine (9) month process, the competition finished in China and the City finished in the top five (5) communities up to 75 thousand in the world. He knows what a world class City is and he knows how to get it because he has done it. Perhaps he is the only candidate that actually has a track record that can show the Commission how to transform a community and he is committed, he is not just a manager who gets a job, it is important to him to marry the community. He is an old fashion manager in that regard, his wife knows that he is married to the community that he is managing, he has to fall in love with community and when he left Volusia County after five (5) years he was presented with a Proclamation which he read to the Commission. He has been involved early on in some of the significant projects in Volusia County like the Ocean Center which he spearheaded, the EVAC ambulance service and the non-profit corporation for economic development, all of which he helped establish when he was the manager and when he left Volusia County he received a plaque which he read to the Commission. He stated he can deliver to the City projects and a vision for the community that is what the Commission wants to see Deltona become and he has a track record.

JANE SHANG:

W.D. Higginbotham stated that Ms. Shang is in El Paso, Texas and her position was eliminated, there was a shift in politics and he listed her education.

W.D. Higginbotham connected via skype with candidate Jane Shang and everyone went around the table and introduced themselves. He asked the following questions and explained the Commission may have questions at the end:

1. Why are you interested in becoming Deltona's next City Manager? Specifically, please tell us what about this position you find most inviting. What motivates you professionally?

Ms. Shang replied she has a very diverse background, looking at her resume she has been an attorney, a manager, she has been involved in operations, in finance, construction, and she has dealt with a number of individuals at the local, State, Federal and International levels. She is motivated by results, every job she has taken has challenged her, she is a good attorney but, as she accepted new positions it drove her to a path where she became a problem solver, she made things happen, she completed projects and she turned dirt. What interests her in Deltona is that there are a lot of road potential, things that can be done to improve the community and she wants to be part of a community where she can see results. She has worked on major projects in Boston, the "Big Dig" in Boston Harbor, and she has also seen how long it takes to get things done. There is a bureaucracy and sometimes when there is such a big community bureaucracy takes over but, in a small community where people can come together a lot of difference can be made very quickly. In El Paso, Texas she did the same thing, she saw the opportunity to grow and she could see results that she started and ended where they were planned, constructed and implemented. She is very results oriented, she likes to make things happen and her best energy is put forth to a community that wants to make change and quickly. An example she gave was the relocation of the new Boston Garden which people fought over for 30 years to determine where to move it and once it was decided to keep it where it was, construction took a little over two (2) years.

2. Please identify the two management skills you possess and have used the most in managing your staff.

Ms. Shang replied people who have worked with her know that she is very sincere, that what she says is what she means. Her philosophy has been to do the right thing, be fair and leave things better than she found them. She leads by example where she truly lives by those principles and staff can see that, they know it is from the heart and sincere. She also believes in working with staff, sometimes they need motivation, sometimes they need guidance and she lets staff know they are important to the organization because one (1) manager cannot do the work of the organization. Staff needs to be all on the same page and sometimes what can happen is staff will ask what they can contribute, they are just one (1) person or they do not understand their role or the importance of their role in the direction that needs to occur. She has always believed in staff, she has motivated, she has counselled, she has mentored, and she has provided guidance. She truly acts by principle and show by example, she has worked with people on the verge of meltdown, poor functioning departments, she has worked with staff, did checking, provided goals and she gave an example. Sometimes her approach might be a little new to someone that there is actually a manager who believes that a manager cannot lead from behind a desk and needs to get out there in the field, do some checking and trying to get a true pulse of what is going on in the community. That has worked very well because Sub Metro became the Outstanding Transit Agency of the Year which is a national award.

3. Please tell us about your experience with labor negotiations and what is your role or participation in the process.

Ms. Shang replied Boston is a very labor intensive City, Tampa is as well, Florida not so much, there are certain contracts and her experience has been that one (1) as an attorney she has negotiated many labor contracts and has addressed many labor issues. More recently in the City of El Paso, even though they were not under a collective bargaining agreement but, she was in charge of that portfolio and she had to be physically responsive. One of things she did was outsourced how the transit functioned, she impacted over 110 employees and prioritized that operation but, she had to work with the City Manager, the Council, the community and all the employees that were going to be impacted. It was the first time they had outsourced that many individuals in a section of a department but, with a lot of cooperation it was successful. When she put in the request for proposal the employees were offered the first right of refusal for positions. Service was better, the community was better for it and the City saved \$1 million.

4. Considering what you know about Deltona, what would you say are the City's shortcomings and how would you propose to encourage Economic Development.

Ms. Shang replied the shortcoming is to not put all the eggs in one (1) basket and Deltona started as a bedroom community which is fine if the people do not mind driving around to get to work, entertainment, medical needs or whatever. After a while that type of environment is not sustainable because if something goes wrong in the community how would the City diversify its tax base if it is concentrating on property taxes. There has to be sales tax and in order for a community to survive there has to be a live, work, play environment with not only homeowners but, businesses. She has realized there has to be diversity even though one (1) of her areas is in transportation but, transportation is the framework and foundation for economic development as a

job creation. She believes the Commission is for the improvement of quality of life for its citizens which means to not be car dependent, there has to be various services nearby and there has to be jobs to fall back on if one industry slows down or fails. Economic development is dependent on how a City moves people in route, she has developed four (4) BRT corridors with the City of El Paso, Texas and she could have put a simple bus stop but, she transformed the corridors to include sidewalks, landscaping and lighting every 20 feet which is something that never occurred and it is so much more inviting and it sets the foundation for all roads that are adjacent to say "hey I need to step up to and make these improvements". There also needs to be a lot of transportation to get to these places dependably and reasonably so it creates activity. She did the same thing in Boston, the third harbor tunnel project was a transportation project but, it actually was the biggest economic development in the nation which started at \$3 million and ended up at \$14 billion because carts, roadways, areas where businesses could congregate and people activity where included along with shops and restaurants. What she did was look at the transport infrastructure to see how to make it inviting where people actually want to come, businesses need to get people to their locations to move their products and there has to be an adequate infrastructure to support that and she knows how to do that. She has learned how important it is for commerce to move between El Paso's three (3) land ports of entry and she encouraged a public/private partnership with customs and boarder protection and they were one (1) of five (5) communities that were selected nationwide to have a private/public partnership with customs and boarder protection to move commerce through its land ports of entry.

5. As the newly appointed City Manager of Deltona, what are some techniques you would employ to create an atmosphere of trust and unity within the City administration/government and the Community? What experiences will you draw upon to assist you in the transition?

Ms. Shang replied she knows that it is not just at the local level but, at the national level and there is distrust in government. Her philosophy has been government is there to serve the people, is has a purpose and to do that she believes in working as a team, that means information is shared equally between the Mayor and the entire Commission to try and keep everyone informed. The same thing applies to the community, there has to be transparency. So if we say certain things, we need to do them and if it cannot be done then we need to tell the community why it cannot be done or what changed. She finds that most of the time when she works with an individual or a group she tries to keep everyone informed about what is going on. There is a trust that develops between the City Administration and City staff and that spreads out to the City organization and the community because we are all part of a team, we all have a certain role, and we all need to work together in the same direction if we are going to move the community forward. There has to be trust in one another and the way to do that is to say what you say, mean it and if you cannot deliver say why.

6. What experience have you had in dealing with staff recruitment and development?

Ms. Shang replied she believes in staff because they are the group that will move the community forward. Staff is needed to implement the policies and goals. If there is a dysfunctional group of staff nothing gets done but, the answer is not always replacement because there is a high cost to it as well as everyone cannot be replaced so she tries to figure out how to motivate staff. There are some staff she realizes that motivation and counseling does not work and would have to take appropriate disciplinary action and she has done both. The City of El Paso's bus system had a lot

of complaints, a 30% chance that the bus would not show up and you cannot have a system operating like that. She worked with staff to figure out what the problem was, she mentored and she did checks and balances to make sure that the direction she provided was being provided and carried out and if not she asked why.

Mayor Masiarczyk asked if Ms. Shang had reviewed the City Charter and if she had a problem with relocating to Deltona. Ms. Shang replied she had not reviewed the City Charter, she expected that requirement and if someone is going to be a City Manager they need to be part of the community and she would never manage a City she did not live in.

Commissioner Soukup asked for an example of how she became a “can do leader” and Ms. Shang replied it is part of her background, she is a Chinese women who sometimes are not looked at favorably, the Chinese culture favors the male and she was kind of the anomaly because she wanted to go to school and get an education. The more people said no, that is not your role, the more she asked why not, why could she not go to school and be a productive member of society and why could she not share her thoughts. That instilled in her that she wanted to create results, she always saw the bigger picture and she would think about the people it impacted. With the cleanup of the Boston Harbor she was in charge of eminent domain and one way to clean the harbor was to not dump slug in the harbor. In order to do that the infrastructure has to be built and unfortunately the infrastructure impacted the suburbs of Boston where the homes were a half a million dollars, two (2) or three (3) acre lots and had not been touched. She had to tell the property owners that a 30 foot utility corridor would be created and the trees in their backyards would need to be cut down. As an agency you have to develop good will and she did not want to be perceived as an agency that takes over people’s lives and property. She wanted to work with them and she did not want a problem down the road which could end up in court and what that would mean to the budget, so she never wanted to create another problem for someone else. She worked with the property owners, there were over 100 property owners and she had a 75% success rate. That gave her a reputation and she was contacted about becoming a manager to oversee a group of attorneys and real estate agents and she said “ok, you know I can be a manager, I would like to switch hats and take on more responsibility.” Then her old boss contacted her who was now working at Logan who stated she had done a lot of ground transit, how about getting into aviation and working with the airlines and develop services development. She felt she had a pretty good handle on finances, she could work with a different group of people and so she agreed to accept the job. She was at the airlines during 911 which was a difficult time for the airline industry because the airplanes that brought down the World Trade Center came from Logan. Also, a lot of the security measures were being imposed to the airlines that were unfunded, the airlines had to figure out how to pay it and it created a lot of tension. It was a tough time, she told staff to work together, that she believed in them, and if she told them something she could not deliver she came back and would say it took longer than she thought but, it got done and staff was surprised that she remembered what she had told them she would do. She stated she is driven and she has never said no to an opportunity. She stated nobody has asked why she left Boston after living there, went to school there and working there all her life but, she moved to Tampa because she met a guy. Then the downturn in Florida with all the hurricanes, the homestead exemptions and she moved to El Paso where she knew nobody.

1. Do you have any questions of us?

W.D. Higginbotham explained the Commission is interview five (5) candidates, that one (1) of the candidates withdrew last night, it is the intent of the Commission to make a selection of three (3) candidates to move forward in the process and will come to Deltona for a meet and greet and face to face interviews, the dates have not been set yet but, the process will move reasonably quickly after tonight and once he knows more, he will share with the candidates what he knows.

Ms. Shang thanked the Commission for the opportunity to interview, she thinks she has a good background and a lot of experience, she is results oriented, she is a consensus builder, she likes to make things happen and she thinks she could provide a good service for the community.

Mayor Masiarczyk called for a recess at 6:44 p.m. and reconvened at 7:00 p.m.

MICHAEL BRILLHART:

W.D. Higginbotham connected via skype with candidate Michael Brillhart and everyone went around the table and introduced themselves. He asked the following questions and explained the Commission may have questions at the end:

1. Why are you interested in becoming Deltona's next City Manager? Specifically, please tell us what about this position you find most inviting. What motivates you professionally?

Mr. Brillhart replied both personally and professionally he loves Deltona's location, he loves its natural attributes in Volusia County, the population which is the 75,000 to 100,000 range which he adores, and what interests him most is from looking at the position description there is a need for making sure effectively the day to day management is taking place. Also, working with the various departments and external services that are provided, and he has a lot of background knowledge in being able to manage public sector operations which lends itself to a good fit for him.

2. Please identify the two management skills you possess and have used the most in managing your staff.

Mr. Brillhart replied number one (1) is listening, when someone comes into his office and schedules a meeting with him he wants to know exactly what the issues are that is requiring his attention and by him listening well he can get a better understanding of some of the issues that are being raised by that particular individual. Secondly, he does a good job at collaborating and communicating with others on the same subject matter to try and develop resolutions by him gathering information, suggestions, thoughts, from those individuals that have either more experience or a different insight than what he is listening to on the onset.

3. Please tell us about your experience with labor negotiations and what is your role or participation in the process.

Mr. Brillhart replied over the last 20 years he has worked with five (5) or six (6) different unions including police, fire, central services, registry of deeds, annual re-appropriations, and collective bargaining unions he has worked with over a three (3) year term. Normally he would sit in on negotiations, listen, then have the Council deal with the issues and work out the arrangements, then it would be brought back to him for final review and acceptance, and then he would take it to the

elected board for authorization. Overall his experience has been really good, especially over the last five (5) to seven (7) years and most collective bargaining units that he has worked with realize that with the great recession it is hard to go in and “off the cuff” get the larger increases that they would historically get several years ago.

4. Considering what you know about Deltona, what would you say are the City’s shortcomings and how would you propose to encourage Economic Development.

Mr. Brillhart replied he is not sure it is a direct shortcoming but, a lot of communities in Florida in the southeast that were developed by private development companies look at things from a new perspective and often times forgot to develop the City with an interior downtown central business core where the larger businesses, financial or local government and other types of cultural facilities would be and if Deltona is similar to Port St. Lucie, Coral Gables, and Winter Springs then it is looking at those types of issues where you are trying to refocus the attention on developing a downtown or mainstream type of environment. In regards to economic development, he has been involved in a lot of economic development projects and in his experience he has had the opportunity to develop and create a thousand new jobs and keeping a community of about 300 to 400 so he is very versed in economic development. He adores economic development; it is one (1) of those things that he has been able to work effectively both with local government staff and with economic development councils. He would hope that his skills would lend itself to the City of Deltona.

5. As the newly appointed City Manager of Deltona, what are some techniques you would employ to create an atmosphere of trust and unity within the City administration/government and the Community? What experiences will you draw upon to assist you in the transition?

Mr. Brillhart replied there are two (2) things which will be critical on the onset and that is making sure he meets with department directors and staff so they know who he is. Once he starts developing that communication, then a level of trust will be apparent and there will be a level of communication that staff will seek from him. In conjunction with that he would go out in the community to meet with the rotary groups, chamber of commerce, and civic associations so that they know who he is and let them know that they can come and speak with him on any matter and make sure the door is open so that it develops a communicative repertoire.

6. What experience have you had in dealing with staff recruitment and development?

Mr. Brillhart replied more so than he cares to admit, it is not something he enjoys doing, he has recruited staff for the last 20 years from department directors to midline managers and clerical staff. Right now he serves not only as County Administrator but, also the Human Resources Director because he is trying to find a new director. His plate is more filled than he would ever want it to be. He has a lot of experience with recruitment, he has dealt with personnel, conflict resolution, he deals with council on matters of Human Resources for personnel, he has a good background, an ability to listen well and get input on what the community is looking for and needs.

Mayor Masiarczyk asked if Mr. Brillhart had reviewed the City Charter and if he had a problem with relocating to Deltona. Mr. Brillhart replied he has no problem relocating to Deltona and he had anticipated on doing so.

7. Do you have any questions of us?

Mr. Brillhart asked what are the one (1) or two (2) top priorities of the Commission that they would want to see the City Manager focus on the first year? Mayor Masiarczyk replied that is something that the Commission would need to talk about but, he would make it a point that when the Commission selects the candidates to come to Deltona for the final interview that is one (1) of the questions proposes to the candidates to prepare for the final interview.

Mr. Brillhart asked if the City needed to find new department heads over the next two (2) to three (3) years and Mayor Masiarczyk replied one (1) or two (2) yes.

Mr. Brillhart stated in the City's Strategic Plan there is a focus on a couple of boulevards where the Commission would like to see redevelopment efforts, is that plan or the goal from back in 2007 still on going and key critical components. Mayor Masiarczyk replied no, what the Commission intends on is once a new City Manager is selected, to do a Strategic Plan, get it up to date and some of the elements of it may still be needed but, the priorities have changed somewhat.

Mr. Brillhart stated he appreciated the opportunity to meet with everyone and share some of his background and experience.

W.D. Higginbotham explained that one (1) of the candidates withdrew last night, he is the last of the candidates to interview, it is the intent of the Commission to make a selection of three (3) candidates to move forward in the process and will come to Deltona for a face to face interviews, background checks of those three (3) candidates will probably commence tomorrow and if the Commission makes that decision this evening he will let all five (5) candidates know what that decision is. No dates for the interviews have been set yet, once the background work is done which will take 10 days to two (2) weeks, then the interviews will be scheduled here in Deltona. Once he knows more, he will share with the candidates what he knows.

After the interviews were conducted, the Commission went around the table and each Commissioner provided their top three (3) choices and gave a brief explanation of why they liked those candidates. The results of the discussion were as follows:

Vice Mayor Schleicher – Rick Davis, Michael Brillhart, Jane Shang
Commissioner Soukup – Rick Davis, Michael Brillhart, Jane Shang
Commissioner Herzberg – Rick Davis, Michael Brillhart, Jane Shang
Commissioner Smith – Rick Davis, Michael Brillhart, Patrick Salerno
Commissioner Nabicht – Rick Davis, Jane Shang, Patrick Salerno
Commissioner Honaker – Rick Davis, Jane Shang, Patrick Salerno
Mayor Masiarczyk – Rick Davis, Jane Shang, Patrick Salerno

The Commission discussed candidate Michael Brillhart to include providing “canned” answers, not researching Deltona, did not instill atmosphere of unity, spoke about cities in general in Florida, and side stepped questions or did not answer them, and not enjoying doing staff recruitment.

The Commissioner discussed candidate Patrick Salerno to include having good goals and expectations, being egotistical, rambled on, and not having much of an answer for some of the questions.

The Commission asked W.D. Higginbotham to provide the top three (3) candidates the Commission agreed upon, based on the Commission going around the table and he stated it was seven (7) votes for Rick Davis, six (6) votes for Jane Shang, five (5) votes for Michael Brillhart and four (4) votes for Patrick Salerno. After further discussion the Commission concurred to add and bring in for a face to face interview Patrick Salerno making it four (4) candidates total that would come to Deltona for a meet and greet with the residents and face to face interviews with the Commission.

W.D. Higginbotham stated the next steps would be that he would notify those candidates the Commission wanted to move forward, the background work would take 10 days to two (2) weeks, references can take a little more time, and the Commission would need to determine how many days the candidates would stay in Deltona for a meet and greet and interviews. He encouraged the Commission to have face to face interviews in the Chambers with the entire Commission on the dais. He stated some elected officials like to do individual interviews first but, that is difficult with seven (7) elected officials and there would need to be 45 minutes set aside for each candidate’s individual interview and that in itself is one (1) whole day.

The Commission and W.D. Higginbotham discussed candidate Patrick Salerno’s accomplishments, all the Commission having concerns and questions about the candidates, how the Commission will get their questions answered, all questions needing to be asked in a public environment, one on one interviews are private and there will be a tendency to not ask all the candidates the same questions, that the public should meet the candidates first before the interviews, during private interviews candidates making their answers geared toward the individual Commissioners, wanting to see how the candidates handle tough questions in a public environment, what the Commission envisions the meet and greet and interview process to be like, the time that will be needed for interviewing each candidate, and how many candidates the Commission wants to bring in to move forward in the process.

After discussion, the Commission concurred to bring in four (4) candidates to move forward in the process: Rick Davis, Michael Brillhart, Jane Shang and Patrick Salerno. Also, to ask their questions of concern to each candidate during the public face to face interviews.

W.D. Higginbotham explained that there was a change in leadership in El Paso, Jane Shang’s position was eliminated but, there was no cause for terminating her, there was a change in politics and he felt it was understandable and there were no issues in the newspaper about it. He stated the background checks will deal with any criminal issues, credit issues, driving record, academics and the references that the candidates provided. All the results will be forwarded to the Commission, it will be provided before the interviews and the document will be approximately eight (8) to 12 pages in length. He suggested the Commissioners contact and asks questions of the other elected

officials in the cities the candidates were employed with. The background checks are done by an agency in Walnut Creek which is bonded and what they specialize in.

After discussion, the Commission concurred to bring the following candidates to Deltona for a meet and greet and face to face interviews on Saturday, April 25, 2015: Rick Davis, Jane Shang, Patrick Salerno and Michael Brillhart. The meet and greet will take place from 9:30 a.m. to 11:30 a.m., lunch from 11:30 a.m. to 1:00 p.m., interviews from 1:00 p.m. to 2:00 p.m. (30 minutes per candidate), then have Commission discussion and make a final decision and finally to direct staff to start the negotiation process.

Mayor Masiarczyk opened the public forum.

Larry Kent, stated he supports the final four (4) candidates the Commission has chosen, Mr. Wetherington possibly being discriminated against due to the poor video connection during the skype interview and that it was obvious he has values and integrity, and that if Mr. Wetherington had a good skype connection he believed the Commission would be bringing five (5) candidates to Deltona to interview.

Mayor Masiarczyk closed the public forum.

5. CITY MANAGER COMMENTS:

6. ADJOURNMENT:

There being no further business the meeting adjourned at 8:06 p.m.

Joyce Raftery, CMC, City Clerk