

**CITY OF ARCHER**  
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Archer, Florida 32618-0039  
Phone: 352-495-2880 Fax: 352-495-2445

**SPECIAL CITY COMMISSION MEETING**  
**PERMANENT CITY MANAGER CANDIDATE INTERVIEW MINUTES**  
**Monday, January 14, 2016 Time: 3:00 PM**

MINUTES, WHICH ARE PUBLIC RECORD, ARE NOTES TAKEN TO PROVIDE A SUMMARY MEMORANDUM OF MEETINGS OR HEARINGS AND CONTAIN ALL OFFICIAL ACTIONS TAKEN. MINUTES ARE NOT INTENDED TO BE A WORD-FOR-WORD OR VERBATIM TRANSCRIPTION OF THE MEETING.

<b>CALL TO ORDER:</b>	Vice Mayor Drawdy
<b>PRAYER:</b>	Commissioner Fletcher Hope
<b>LEADING THE PLEDGE OF ALLEGIANCE:</b>	Vice Mayor Drawdy
<b>Quorum Present:</b>	
Vice Mayor	Susan Drawdy
Commissioners	Fletcher Hope
	Doug Jones
	Marjorie Zander
<b>Absent:</b>	Mayor Corey Harris
<b>Staff:</b>	
Interim City Manager	John Glanzer
Assistant City Attorney	Courtney Johnson
Minutes Recorder	Mary T. Flickinger

**I. INTERVIEWS FOR THE PERMANENT CITY MANAGER POSITION.**

**Dr. Oel Wingo, Management Consulting Services, ICMA/FCCMA, Senior Advisor**

Dr. Wingo discussed the format for the interview process and outlined the guidelines, as set, by the Equal Employment Opportunity Commission. Dr. Wingo added that it is not necessary to ask every question on the list. The twenty candidate questions were divided, as follows:

Commissioner Zander: questions 1, 6, 12, 14, 17  
Vice Mayor Drawdy: Questions 8, 10, 11, 15, 16.  
Commissioner Hope: Questions 2, 3, 5, 7, 9, 18, 19,  
Commissioner Jones: Questions 4, 13, 20

**BRENT SPIER**

- Mr. Spier stated that he started in private business, traveled, then took a position as municipal manager. He was the first town manager in the history of Seelyville, Indiana, population, 1,079. During his time at Seelyville, he worked to bring a water treatment plant to the town. Served as a sheriff's deputy and is currently a road deputy.
- Stated that he has been disappointed with employees he trusted, only to find they had violated that trust.
- Prefers to keep the city council informed via email or phone calls.
- Experienced in capital projects, grant writing, area planning, improvements, permitting.
- Spare time is spent with family, riding his motorcycle, and woodworking projects.
- Recalled the negative comments when first hired as the new city manager to implement plans to improve the water quality. But moved forward with the work and experienced a successful outcome.
- Motivates staff by listening to employees, and appreciating their work, work style is relaxed, open.
- Weakest part of his employment was not having a municipal background when he took the position of manager.

- Overcame these obstacles by observing, seeing what works and what doesn't, providing staff questionnaires, getting to know the employees.
- Greatest accomplishment was working to improve a small town and offering everyone an opportunity to be heard.
- As we increased our water services in Seelyville, we saw an increase in industry and subdivision of farm lands to homes and stores.
- Strength is in water distribution and engineering and could bring this expertise to the City of Archer.
- His style is an open door policy, seeing worth in everyone, no matter what level education they might have.
- Recalled a situation where two elected officials wanted to make a part-time position into a fulltime position against his advice, resulting in budget issues.
- Inquired about the services provided by the city, tax revenues, and what the Commission and residents want for the City of Archer.

### **CARISSE LEJEUNE**

- Ms. LeJeune stated that she is originally from Louisiana, owned a bar and grill, moved to Florida, worked in banking, then health care, then applied to the City of Boynton Beach. After completing her degree, took the position of Assistant City Manager.
- Recalled when the city was trying to get the Climate Action Plan off the ground and struggled. From that incident, she learned to prioritize.
- Stated that she prefers one-on-one meetings to find out what the Commission needs.
- Spare time is spent enjoying kayaking, motorcycle touring, and reading.
- Collaborated with intergovernmental agencies, assisting with the design of a water treatment plant, rehabilitating the downtown area, and improving the city's vision rating.
- Management style is to follow directives, characterizing her style as servant/leadership.
- Recalled when the mayor was removed from office, creating a situation where one of the commissioners would not speak to the City Manager. Ms. LeJeune had to relay information between them to accomplish the work.
- Stated that the city can be assessed by speaking with the employees and the community.
- Weakest area is with budget preparation, but is working to increase her knowledge in that field.
- Stated that she has an open door policy, and noted that our citizens are the reason we are here.
- Can provide the city with strategic planning, program management, and bringing people together.
- Stated that as staff, all we can do is bring projects forward for consideration. The regretful part is the time and energy spent, but it is up to the Commission and go in the direction that they wish.
- Asked if the commission is open to strategic planning, bringing the commission and community together to focus on common goals.

### **JAMES "JIM" MCCROSKEY**

- Mr. McCroskey stated that he was born in Virginia, joined Navy, went to graduate school, and always had an interest in city government.
- Recalled an issue when the commission separated in direction and he didn't recognize this split.
- Would meet with each Commissioner to discuss their goals, then meet with the entire commission to decide what should be worked on first. Would create a budget that the Commission could live with, balancing needs.
- Spare time is spent scuba diving, fishing and riding his motorcycle.
- Stated that he manages from the standpoint of bringing everyone together, and is known as a people person.
- Enjoys community groups, but noted the difficulties that can arise as ideas conflict.
- Stated that he expects staff to do what he tells them, but he is not hard core and takes concerns into consideration.
- Stated that he has been involved in all phases of city government, but likes to have a good CPA on his side.
- Stated that he put together a three hundred million dollar development project, and completed several industrial projects over the years. Recalled that a recreation was important to the small community he worked in, but noted that the tax rate must be kept at a level the community can afford, and had to look for grants.

- Recalled challenges when he worked in a low income area in North Carolina, often having to cut utilities of seriously ill people and having to be careful of his words.
- Most proud of establishing a program for student internships in 2002, giving students a half-semester credit and teaching them future work responsibilities. Received a Friend of Industry award from Volusia County for his work.
- Stated that difficulties can arise when the current Commission establishes projects, but the newly elected commission decides to abandon those projects.
- Recalled when the commission created an ordinance for the purpose of beautifying the main road. The ordinance allowed one flag per building, but a local bar had three flags. This issue was resolved by regulating zoning.
- Mr. McCroskey asked what the vision is for the city in the years to come. Noting that you want clean industry, and to look at all options to bring in jobs and industry.

### **EMORY PIERCE**

- Mr. Pierce stated that he was born in Gainesville, joined the Army, obtained business and engineering degrees, possesses several trade skills, and has been a public works director. Mr. Pierce stated that he was terminated from the City of Brooksville over the placement of a culvert he made without prior permission.
- Prefers email to communicate, noting each commissioner should receive the same information.
- Stated that he is not proud of the fact that he could not finish his term with the city council, but this was not possible.
- Spare time is spent working on home repairs, fishing, and spending time with family.
- Stated that he has interacted with county staff, public works, various agencies, believes in cooperation.
- Prefers open, informal interaction with the Commission, and he will be on call 24/7. His style of management is coaching and mentoring.
- Stated that the city received a grant to upgrade the electrical system, but a time lapse occurred in implementation. Mr. Pierce took the lead, completed the project, negotiated a new contract and lowered the rates by 10%.
- Stated that it is his responsibility to listen to the community, provide the facts, and to honor public records requests.
- Sold a derelict building donated to the city for \$1.00, to a citizen who planned to renovate the property.
- Identifies strengths and weakness of a community, first by listening, observing, reviewing the budget, and the maintenance of water service.
- Stated that in the past, he recommended equipment purchases to the Commission, but was turned down, but this is just something we have to work with.
- Recalled situations he encountered regarding employee harassment and workplace fighting and the prompt steps taken to resolve the situation.
- Stated that he has been involved in a wide range capital improvement projects, water projects, gas, utility projects, grant funded and DOT projects and can provide the city with expertise in water and sewer projects.
- Inquired why the City of Archer has two water towers.

### **ZERIAH FOLSTON**

- Mr. Folston stated that he was born in Newberry, went to Santa Fe, then UF, and interned with the City Manager in Alachua. Currently, the Assistant Supervisor of Elections in Alachua.
- Spends time with older friends, enjoys recreational sports, reading and playing music.
- Stated that he has no knowledge of animal services, but if needed, he would meet with the director to learn the needed skills.
- Stated that he is most proud of the Spray Park in Alachua, enjoyed by all ages in the community.
- Recalled a difficult situation when his boss left and different people moved in and out of the director's position and a difference of professional opinion occurred regarding some paperwork that was signed off on. Mr. Folston also noted that during this difficult time, he was promoted.
- Recalled meeting with Representative Watson and being inspired to work in public administration. Entered a mentorship program to prepare young leaders, interned with Randall Reed at the city, and used that time to cultivate his gifts to achieve his goals of becoming a city manager.
- Stated that he has worked with municipalities and the county, especially on grants, budgets, believes in collaboration and communication.

- Philosophy includes, what I give to one, I give to all, submitting information to everyone.
- Stated he has the expertise and knowledge to assist the city with the budget, upgrading to digital meters, checking meters against bills, implementing systems, grants and contracts, providing information to the public, and creating a recreation program for the community.
- Provided a solution to resolve a situation concerning people gathering in an area, causing public complaint. Also stated that in his current position, he must resolve issues, explain guidelines, and provide the best service to assist customers.
- Believes in working together, clearly defined roles, responsibility and accountability. Understands what it is like to work your way to the top, and respects everyone.
- Mr. Folston stated that he has family here and has no plans to leave the area.
- Stated that he believes in engaging the community with workshops, motivating staff, understanding that opposing views are not personal, bringing an appreciation for the service the commission provides to the community.
- Mr. Folston asked the Commission what they want for the City of Archer. Mr. Folston stated that wastewater is vital to the city as well as building the community so that people will want to stay in Archer. Mr. Folston stated that it is important to be committed to our kids and have activities for them in the community.

## **II. PUBLIC COMMENT PERIOD:**

Laurie Costello, Joan White, Marilyn Green, Roberta Lopez, December McSherry,

## **III. CANDIDATE RATING**

Dr. Wingo stated that the Commission rated the candidates in the following order:

1. Zeria Folston
2. Carisse LeJeune
3. Brent Spier
4. James "Jim" McCroskey
5. Emory Pierce

## **IV. HIRING CANDIDATE FOR THE POSITON OF PERMANENT CITY MANAGER**

### **MOTION**

Commissioner Jones move to hire Mr. Zeria Folston for the position of Permanent City Manager.

Commissioner Zander seconded the motion.

**MOTION WITHDRAWN**

### **MOTION**

Commissioner Jones moved to direct the City Attorney's office to enter into negotiations for the employment of Mr. Zeria Folston for the position of permanent city manager.

Commissioner Zander seconded the motion.

**PUBLIC COMMENT:** Laurie Costello, Joan White, Roberta Lopez

**MOTION CARRIED:** 4-0.

### **MOTION**

Commissioner Hope moved to state that in the offering of employment, to include the provision that the contract will be a 3-year term, and in that initial 3-year term, the candidate will relocate within a 15-mile radius of the City of Archer.

Commissioner Jones seconded the motion.

**PUBLIC COMMENT:** Roberta Lopez

**MOTION CARRIED:** 4-0.

**MOTION**

Commissioner Hope moved to call a Special Commission Meeting to finalize the contract negotiations on Thursday, January 28, 2016, following the 6:00 pm workshop.

Commissioner Jones seconded the meeting.

PUBLIC COMMENT: Joan White

MOTION CARRIED: 4-0.

**V. ADJOURNMENT**

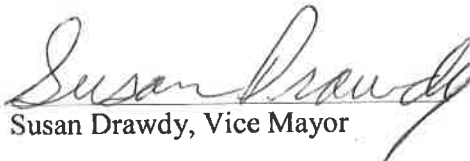
**MOTION**

Commissioner Jones moved to adjourn the meeting.

Commissioner Hope seconded the motion.

MOTION CARRIED 4-0 Time: 8:05 pm.

  
John Glanzer, Interim City Manager

  
Susan Drawdy, Vice Mayor

## INTERVIEW QUESTIONS

1. Provide a brief overview of your background.
2. Are there any city operations in which you do not have prior experience, skills or knowledge?
3. Follow-up to Question 2, depending on answer: How would you overcome those weaknesses?
4. Of the services the City of Archer provides, in what areas can you provide the most expertise, skills and knowledge?
5. Describe an accomplishment or incident in your career of which you are most proud?
6. Describe an incident in your career which was not successful or of which you are least proud. What would you do different now?
7. Describe your experience with economic development, business attraction and business retention.
8. What experience have you had working on an intergovernmental or interagency basis? Have you worked directly with county, state, federal governments, special districts or governmental associations?
9. What is your experience in capital construction and infrastructure improvement projects?
10. How would you characterize your style as it relates to your interaction with the mayor, council members and other elected officials?
11. Talk briefly about a controversial issue that you encountered as a manager. What did the controversy entail, how was it resolved, and what would you have done differently?
12. What techniques or procedures do you use to keep the city Council informed of issues, operations and activities?
13. Describe a situation where the elected officials chose to NOT follow your recommendations, but decided to go in a different direction. How did you handle that situation?
14. How do you assess the strengths and weaknesses of an organization? How do you identify opportunities to improve the organization?
15. How would you characterize your style as it relates to your interaction with department heads and employees?
16. How do you go about motivating the council, staff, and community groups to work together for achievement of goals and objectives that are in the overall best interest of the community? Give us an example please.
17. What skills and experience do you have in maintaining a strong and comprehensive public relations effort and projecting a positive image of the city government and community image? How do you interact with the press and electronic media?
18. How do you relate to, and engage, citizens and citizen groups? Please provide examples of outreach.
19. What do you do in your spare time for relaxation and fun?
20. Do you have any questions for us, or would you like to clarify or provide additional background on yourself?