# Minutes
# City of Cocoa
## Special Meeting of The City Council
## April 14, 2020

A Special City Council Meeting was held on Tuesday, April 14, 2020, in Cocoa City Hall, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, 32922, as publicly noticed.

**I. Opening Matters:**

Mayor Williams called the meeting to order at 10:03 A.M.

Councilmember Koss provided the invocation and Councilmember Warner led the assembly in the Pledge of Allegiance to the Flag of the United States of America.

The City Clerk took the roll.

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| PRESENT: | Jake Williams, Jr. | Mayor |
| | James Goins | Deputy Mayor |
| | Don Boisvert | Councilmember (via telephone) |
| | Lorraine Koss | Councilmember |
| | Brenda Warner | Councilmember |
| | Anthony Garganese | City Attorney (via telephone) |
| | Matt Fuhrer | Interim City Manager |
| | Monica Arsenault | Assistant City Clerk |

OTHER STAFF MEMBERS PRESENT:

Tammy Gemmati, Administrative Services Director; Nancy Bunt, Community Services Director (via telephone); Michael Cantaloupe, Chief of Police; Bryant Smith, Public Works Director; Samantha Senger, Assistant to the City Manager/PR Specialist; and Jason McCuen, Helpdesk Support Tech.

**II. Approval of Agenda:**

**1. Agenda:** Special Meeting of April 14, 2020. (20-217).

* **MOTION by Councilmember Warner; Seconded by Councilmember Koss, to approve the agenda as written for the Special meeting of April 14, 2020.**

**AYES: Williams, Goins, Boisvert, Koss, Warner**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

## III. Council Business

1. Review options related to City Manager recruitment process and provide consensus of option. If a decision is made to use executive search firm, requesting action of firm selection and authorize Staff to begin steps to coordinate the search with the selected firm and to work with City Attorney to negotiate contract terms for Mayor to sign. Request approval of Budget Resolution Number 2020-139 amending the Fiscal Year 2020 Budget and the attached Budget Adjustment Form #20-058-T transferring budget to the City Manager's operating account from General Fund Contingency. (20-184).

   Ms. Gemmati explained the topic of this meeting is to discuss the options for the City Manager vacancy. She introduced Mr. Ken Parker from FCCMA.

   Mr. Parker explained each Councilmember received a memorandum[1] from their firm prior to the meeting. He pointed out that there are three items, explained in the memo, and the first one is if an internal candidate is being considered than that option should be pursued first before looking at other options. The second option, the preferred option, is using a nationwide search firm. These firms are out there on a day-to-day basis seeking candidates. They also do very detailed work, meaning background checks and other things needed to hire a City Manager. They also do not wait for individuals to apply, they reach out to individuals themselves. Mr. Parker added that Council may want to keep in mind that there may be limitations due to being in the beginning stages of the budget season.

   Mr. Parker noted that he has put together some policy questions and he suggested that the Council consider these questions when considering candidates for the position. The decision that Council makes needs to be a consensus and not an individual decision.

   He talked about a character profile, which gives the consultant and any other staff working with the Council on making a decision, an idea of what kind of characteristics and criteria the Council is seeking when considering candidates.

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[1] EXHIBIT A: Memo from FCCMA

Mr. Parker suggested that whenever any materials are put together for recruitment, they should be agreed upon by the Council as these are their documents.

He mentioned that Council needs to consider internal pay and look at what directors are being compensated. They need to research surrounding areas to see what other City Managers are being compensated. He also suggested that they look at any other cities of similar size to see what they are compensating their City Managers.

Lastly, he recommended that when a City Manager's contract is brought back before the Council, they have a good understanding of the contract so there is no confusion later on.

Deputy Mayor Goins asked the average time to post the position. In response, Mr. Parks explained it is up to the Council. He shared that usually it is about one month or six weeks.

Deputy Mayor Goins asked because of the pandemic, what time frame Mr. Parker thinks we need to begin the hiring process. In response, Mr. Parker explained there is a questionnaire and a review with Council before advertising the position. Due to the pandemic, the Council may be limited to one on one interviews or discussions with potential candidates but could probably hold phone interviews as an alternative.

Councilmember Koss pointed out that she appreciates Mr. Parker coming before the Council and sharing his experiences with the Council. The idea to put off a decision concerns her as this is a time that leadership is needed the most.

She asked City Attorney Garganese for clarification as to who makes the final decision on hiring a City Manager. In response, City Attorney Garganese explained that it is the Council's responsibility to make the decision.

Councilmember Boisvert shared that he feels Interim City Manager Fuhrer is more than qualified to fulfill the position and feels the City could save money by hiring internally.

Councilmember Warner explained that she feels we have a lot of factors to take into account. She shared with so much going on, some of the best candidates may not want to jump into this position. This makes her wonder if the City would receive the best candidate for the job. She would like to move forward with the process and sit with firms to make a decision, however, she asked if the Interim City Manager is interested in applying for the position and if the Council would like to consider him before they take the next step.

Mayor Williams shared one of the things he is looking for in a candidate is someone who understands the wants and needs of the community.

Ms. Gemmati introduced Doug Thomas, Strategic Government Resources, who is attending via video conference.

Mr. Thomas thanked the Council for inviting him to present and allowing him to do so remotely. He provided a power point presentation[2] to help with Council's deliberation.

He shared a brief history of SGR and noted that he has served thirty-five years in municipal management, and served twelve of those years as a City Manager for the City of Lakeland. Prior to Lakeland, he served as City Manager for the City of Alma, Michigan for 15 years, and Assistant City Manager for the City of Grand Haven Michigan. He also served the Maryland cities of Rockville, and Landover Hills.

He joined SGR in 2015 to serve as their first Regional Director to serve both Florida and the southeast, and subsequently as Senior Vice President serving clients nationwide.

Mr. Thomas explained SGR's five keys to a successful search as follows:

1. A comprehensive understanding the unique culture, needs and desires of the organization and community.
2. Dynamic state of the art talent marketing that reaches a national candidate pool in a way that engages and makes them interested in the opportunity.
3. Candidate vetting that prevents surprises and ensures in-depth understanding of the position and organization.
4. Candidate understanding of the organization and community to minimize withdrawals late in the process to help ensure a successful conclusion.
5. A process that is smooth, seamless and user friendly for both candidates and the client, even during the current COVID-19 Pandemic.

He discussed the importance of Social Media Marketing and a Position Profile. Additionally, Mr. Thomas explained what separates SGR from other recruitment firms and expressed his thanks for the opportunity to be considered for this project.

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[2] EXHIBIT B: SGR PowerPoint Presentation

Ms. Gemmati introduced Colin Baenzinger, Owner and Principal of Colin Baenzinger & Associates.

Mr. Baenzinger expressed his thanks for the opportunity to present before the Council. He explained he started his business in 1997 from scratch but they are now a national firm. He added that they work with integrity, they produce a quality product and they work directly with their clients at a reasonable price and they have been able to create success from this. They have completed over two hundred City Manager searches and dominate the State of Florida. In Brevard County, they've found City Managers for Satellite Beach, Titusville, Palm Bay, the County, and a few others and have been very successful. He shared that they are familiar with our area and are located locally in Daytona Beach.

Mr. Baenzinger stated that they will guarantee their price and a timeline will be provided, which can be changed if the Council wishes. They will ensure that the deadlines of the timeline are met and he added that they have never missed a deadline on a project before. They also take pride in the fact that they never raise their prices as they are the experts and there should be no unforeseen expenses. They provide a very detailed background check and they also communicate well with both the Council and the candidates so everyone is kept in the loop.

In terms of offering a problem free search, the Council will know what they are getting into with their firm and the Council should have received a memo [3]prior to the meeting. He pointed out that all of his staff, except for one, has been a City Manager before so they can provide a lot of experience.

Lastly, he added that they would love the opportunity to help the City with their search.

Ms. Gemmati introduced Dona Higginbotham, Mercer Group.

Ms. Higginbotham shared the experience their firm has to offer. She shared that she has over thirty years' experience in recruiting City Managers. They have a seven step process, as noted in the proposal that was submitted. They also utilize social media for recruitment. She pointed out that this is a great time to begin a search as there are so many things that can done electronically. She explained that they conduct extensive background checks and each member of Council will receive a thumb drive with all the information gathered on each potential candidate. Lastly, she pointed out that if the Council feels there are no good fits then the firm will re-do the search for free.

[3] EXHIBIT C: Memo from Colin Baenzinger & Associates

Councilmember Koss inquired about the recruitment of a Police Chief as Chief Cantaloupe is retiring at the end of the year. In response, Ms. Gemmati explained that she did receive additional pricing from each firm for that search as well but it is not included in this agenda.

Ms. Gemmati explained that while the proposals included in the agenda item are quite lengthy, she wanted to add that each firm has given a warranty or guarantee which is included in each of the firm's proposals.

She added that there were several e-comments that were received and invited Ms. Senger to read them into the record.

Ms. Senger read e-comments from the following[4]:

- Emma Kirkpatrick, Historic Cocoa Village Main Street Board Chair
- Connie Harvey, 29 Riverside Dr., Cocoa
- Ed Green, 104 Riverside Dr., Cocoa

Interim City Manager Fuhrer read an email from David Prather[5] into the record.

Interim City Manager Fuhrer explained that right now he is trying to get his feet under himself and focus on getting our organization through the pandemic. He referenced the Interim City Manager contract and shared that he is interested in pursuing the position if the Council would like to consider him along with any other candidates.

Councilmember Koss shared that while she appreciates everything Interim City Manager Fuhrer is doing she has not had the opportunity to really get to work with him yet and would not feel comfortable making a permanent decision to make him the City Manager right now. She added that she would vote to select an executive firm at this time.

Councilmember Warner explained that she feels the Council should have one on one meetings with Interim City Manager Fuhrer to see what direction he sees the City moving in before they decide to move forward with an executive firm.

Councilmember Boisvert explained that he would like to promote Interim City Manager Fuhrer to City Manager permanently as he already knows the history of the City and works well with staff.

Deputy Mayor Goins shared that while he is not objected to hiring an executive search firm, he would also like the opportunity to sit with Interim City Manager

[4] EXHIBIT D: E-Comments rec'd from Kirkpatrick, Harvey, and Green
[5] EXHIBIT E: E-mail from David Prather 4/14/2020

Fuhrer before moving forward. At the very least, he hopes Interim City Manager Fuhrer will still stay on as the Assistant City Manager.

Councilmember Koss asked Interim City Manager Fuhrer if he would be willing to move to Cocoa. In response, Interim City Manager Fuhrer stated yes.

Mayor Williams shared that he has reviewed Interim City Manager Fuhrer's resume and while there is not a lot of experience, he believes that he has been doing a great job. He noted that he would also like the opportunity to sit and have a conversation with Interim City Manager Fuhrer about his future with the City.

Mayor Williams further suggested that if the Council feels comfortable, they could select a firm to hire, but have a conversation with Interim City Manager Fuhrer before they make a final decision to move forward with the firm.

A consensus was made by Council to move forward with selecting a firm for now, but a final decision will be contingent upon individual discussions between the Council and Interim City Manager Fuhrer.

* **MOTION by Deputy Mayor Goins; Seconded by Councilmember Koss, to select the Mercer Group, for discussion.**

**AYES: Williams, Goins, Boisvert, Koss, Warner**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

Councilmember Warner and Councilmember Koss shared their reasoning behind their decision to select the Mercer Group.

Mayor Williams thanked all of the groups for submitting their proposals.

Ms. Gemmati explained that the other information listed in the requested action can be brought up at the next Council meeting.

## IV. Adjournment:

* **MOTION by Councilmember Boisvert; Seconded by Councilmember Warner, to adjourn the Special meeting of April 14, 2020.**

**AYES: Williams, Goins, Boisvert, Koss, Warner**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

**The meeting adjourned at 11:47 a.m.**

**Jake Williams, Jr., Mayor**

**ATTEST:**

**Carie Shealy, MMC, City Clerk**
**(Transcribed by M. Arsenault, Asst. City Clerk)**

EXHIBIT A: Memo from FCCMA

To: The Honorable Mayor and Members of the City Council

From: Kenneth (Ken) Parker, FCCMA/ICMA Senior Advisor

Subject: City Manager Selection Process

Date: April 8, 2020

Recently, your City reached out to Carol Russell with the Florida City-County Management Association (FCCMA) to see if Senior Advisors could assist the City of Cocoa in recruiting your next City Manager. That call was referred to me. My name is Ken Parker. Currently, I serve as the FCCMA Senior Advisor Coordinator. There are currently nine active Senior Advisors in Florida.

Senior Advisors are retired city and county managers with lengthy experience and who are respected within the public management field. We are appointed by the FCCMA Board of Directors and the Executive Director of the International City/County Management Association. We are not paid. All of us are volunteers.

Senior Advisors provide, at no cost:

- Career and employment counsel to FCCMA and ICMA members;
- Guidance and counsel to members regarding ethics questions or concerns;
- Assistance to cities and counties with the Council-Manager form of government.
- Assistance to cities and counties that are considering adopting the Council-Manager form of government.
- Assistance to civic groups regarding the Council-Manager form of government; and
- Assistance to members-in-transition with guidance and direction as they seek new employment opportunities.

Upon request by the governing body of a municipality whose population is under 10,000 and for counties whose population is under 50,000, Senior Advisors can provide limited Manager search services. Our services are based upon two criteria, population and availability of a Senior Advisor or Senior Advisors. We do not charge for our services; but, we do request the City cover all travel related expenses. Generally, travel expenses are mileage, meals and hotel if required to stay overnight at a location. We request that the City make all hotel reservations and to pay for them directly rather than the Senior Advisor submitting receipts to the City for reimbursement.

Senior Advisors do not do any background searches on candidates. Those are the responsibility of the city or county. For your information, background investigations can cost about $2,500 per candidate if done by an outside firm. Normally national search firms provide this service as part of their proposal. Senior Advisors are not consultants, but serve as colleagues and counselors.

In the case of Cocoa, you do not meet the first criteria, population. Therefore Senior Advisors are not available to assist you in your search.

With that said, I think there are several policy questions that your City Council needs to answer before you embark on a Manager search.

- Because you have an election in November, do you want to delay the decision on selecting a new manager until after the election? That does not mean that you have not prepared the documents, advertised, and received resumes. I've seen it done both ways. I worked with a city and the current Council wanted to make the decision prior to the new Council taking office. That worked for that City since only one seat was up for election. I worked with another city and they decided to wait until after the election before they began the process because there was going to be a major change in the composition of the City Council because of term limits and decisions made by two Councilors not to seek re-election. The decision of when to advertise and which Council selects is totally up to the City Council. Applicants will ask questions concerning the election if the current Council is making the hiring decision.
- Do you want to involved citizens in the development of recruitment materials and in the screening process? If so, then you would need to appoint members to the citizen group.
- Do you want to hold community listening sessions conducted by either the City Council or the citizen advisory group?
- Do you have an interim candidate that you desire to appoint as City Manager? If the City Council has an internal candidate, I would strongly recommend that you not begin the search process until after you decide whether to employ the internal candidate or if the internal candidate states clearly that she/he will not be a candidate and will not apply for the position.

You and your staff are in the midst of responding to a pandemic. The earliest date for the stay at home order being lifted is May 1. It may be later than that. Also, this is budget time for cities and counties in Florida. I am aware of certain city charters who require that certain budget documents to be submitted as early as the end of May. I have not read your charter nor your code of ordinances to determine when budget items have to be submitted to the City Council. Each city is different regarding when budget documents have to be submitted to the City Council. The preliminary tax rate is set before August 1. I know you are all aware of your City's and State requirements related to the budget.

In my opinion, the City Council has three options available.

1. Employ a full service firm to handle your recruitment. It is my understanding that you have received proposals from firms who specialize in recruiting managers and top level staff. These firms have highly qualified people to assist the City Council in hiring the right person. They have extensive networks. They work with the City Council in developing a profile of characteristics the City Council desires to have in its next manager. They recruit based upon charter requirements

and the profile. They do not wait for applicants to apply. They contact those in their network that most closely meet the job profile and encourage them to apply. The firms are responsible for all the background checks and verifications. They help the City Council manage the interview process. They may assist the City Council in developing interview questions.

2. The second option is for you to handle the recruitment process internally. That means your staff would develop the entire recruitment packet. They would be responsible for advertising for the position. They would be responsible for accepting all resumes. The City would be responsible for conducting all background and verifications. Some cities choose to employ an outside firm to conduct the background and verifications. I always recommend to any city to do the highest level of background investigation. It is far more than criminal and civil records check and related files. It includes reviewing social media and other media. It verifies education. It includes employment verification. It may include review of personnel files. Your internal staff would be responsible for managing the interview process.

   If you choose to conduct the search in house, I told your Administrative Services Director that Senior Advisors would provide them with examples of recruitment materials that other cities have used. We could provide the Council with a questionnaire that would help develop the candidate profile. I indicated that I would review documents and provide her with input. I did indicate to her that we could assist the City Council with resume review.

3. The third option is to employ an internal candidate and not advertised. In my opinion, this is the first question that you must answer.

If I were involved with you in preparing documents and advertising for the City Manager position, the following process would take place:

- One month to develop position profile and recruitment documents. I want the City Council to adopt these documents before the position is posted.
- Advertise for one month.
- Two weeks for the review of resumes and provide the City Council with a list of qualified candidates.
- City Council would determine which candidates from the qualified list they want to interview.
- Background and Verifications can take up to one month. I always recommend the background and verifications be completed prior to interviews.
- Schedule interviews.

- Select a manager and approve contract.

Most managers have a notice provision in their contracts if they are currently employed. Some cities and counties are willing to waive the notice provision. Most are not. Each Manager contract is different. The usual notice requirement is 60 days. I have seen some that are 90 days.

A nationwide search firm may be able to cut some time off this schedule since they do this on a regular basis.

If I or another Senior Advisor can assist you, please feel free to call us. I'm looking forward to attending your meeting and answering your questions.

COCOA
FLORIDA

Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

# City of Cocoa

## City Manager Search Overview
## April 14, 2020

SGR

EXHIBIT B: SGR Powerpoint Presentation

# SGR Background

- SGR exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative Authentic Leaders.
- Founded in 1999 with the mission to facilitate innovative leadership in local government. In today's world of limited resources, local governments must innovate to survive, and SGR has been and continues to be a leader in spurring innovation in local government.
- Our Core Values are Integrity, Philanthropy, Continuous Improvement, Flexibility, The Golden Rule, Collaboration, and Protecting Relationships.
- We are a **full-service firm**, specializing in executive recruitment, live training, online training, leadership development, interim management, assessments, strategic visioning, management consulting, and other services designed to promote innovation in local governments.

# Senior Vice President Doug Thomas



COCOA FLORIDA

SGR

GOVERNANCE & STRATEGIC VISIONING
WORKSHOP
DECEMBER 6 & 7, 2018
SUMMARY REPORT

- 35 years in municipal management, serving as City Manager for the City of Lakeland, Florida, for 12 years, where he has vast experience working with state and local government leaders, implementing creative public-private partnerships, including with professional sports organizations, and a track record of successful economic development initiatives. Prior to Lakeland, served as City Manager for the City of Alma, Michigan for 15 years, and Assistant City Manager for the City of Grand Haven Michigan. He also served the Maryland cities of Rockville, and Landover Hills.

- Joined SGR in 2015 to serve as their first Regional Director to serve both Florida and the southeast, and subsequently as Senior Vice President serving clients nationwide, focusing on executive recruitment, leadership development, and training for local governments.

- Master's of Public Administration from the American University, Washington, D.C. with a concentration in Urban Affairs, and a Bachelor of Arts in Political Science & History from Bowling Green State University.

# SGR's 5 Keys to a Successful Search

1. A comprehensive understanding the unique culture, needs and desires of the organization and community.
2. Dynamic state of the art talent marketing that reaches a national candidate pool in a way that engages and makes them interested in the opportunity.
3. Candidate vetting that prevents surprises and ensures in-depth understanding of the position and organization.
4. Candidate understanding of the organization and community to minimize withdrawals late in the process to help ensure a successful conclusion.
5. A process that is smooth, seamless and user friendly for both candidates and the client, even during the current COVID-19 Pandemic.

# 5 Keys to a Successful Search

1. **A comprehensive understanding the unique culture, needs and desires of the organization and community:**

   Qualifications and fit are two different things. The Recruiters have to understand **both** to find a great match. SGR does this by:

   - ✓ Conducting one-on-one interviews with each of the elected officials, key staff and a diverse set of community stakeholders to develop the Position Profile.
   - ✓ Reviewing comprehensive information requested from the City.
   - ✓ Following Google alerts on the community throughout the search process and providing weekly updates of such to candidates.
   - ✓ Ongoing and frequent communication with the City Council throughout the search.

# 5 Keys to a Successful Search

2. **Dynamic state of the art talent marketing that reaches a national candidate pool in a way that engages and makes them interested in the opportunity. SGR does this by:**
   - Developing a high-quality brochure to market the position using a professional writer and professional graphics designer.
   - Carefully crafted job advertisements designed to be engaging and appropriate for the particular venue.
   - Targeted job advertisements including SGR's website & job board, national & state associations, and local venues based on the specific position and desires of the City.
   - Direct outreach via phone and email to outstanding prospects who may not be looking for a job, but who based on our extensive knowledge of the market and from previous searches, are known to be outstanding candidates.
   - Comprehensive social media campaign designed by a social media marketing expert specifically tailored to leverage different venues, including maximizing their respective prime day of week and viewing times.

# The Importance of Social Media Marketing

**The use of social media for recruitment has grown 54% in the past 5 years.**



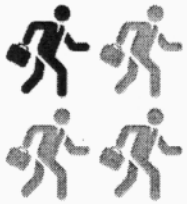
**79%** of job seekers use social media in their job search.

**73%** of organizations feel they have hired successfully using social media.

**84%** of organizations are currently recruiting on social media.

**43%** of organizations believe candidate quality has improved with the use of social media in recruiting.

**75%** of the fully employed workforce consider themselves as passive candidates.





**82%** of organizations use social media to reach passive candidates.

SGR Facebook




SGR Pinterest




SGR Weekly 10 in 10 E-Newsletter




SGR LinkedIn



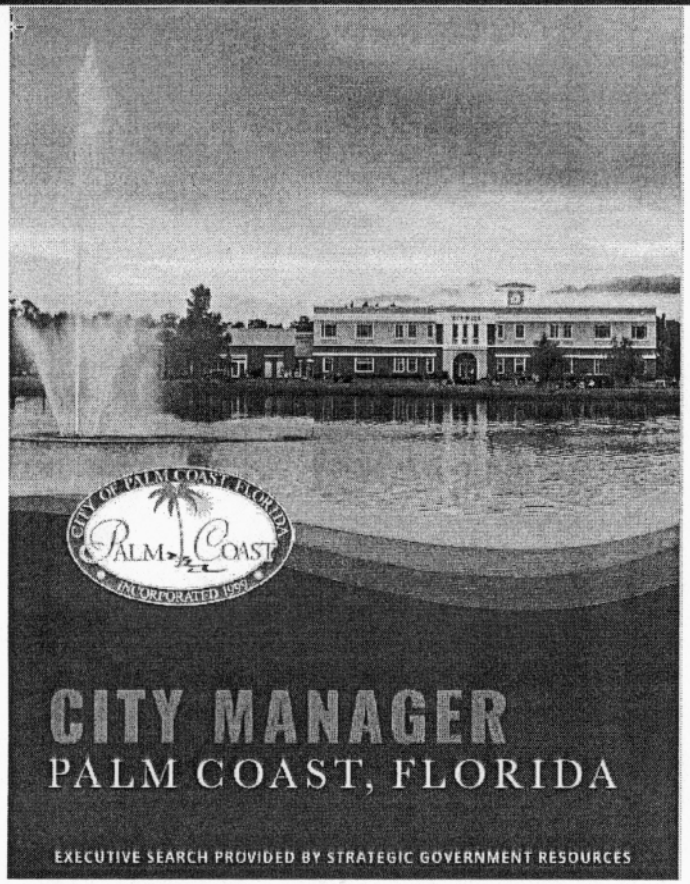

SGR Instagram




SGR Targeted Job Alerts



# Position Profile







Boasting beautiful natural vistas and endless recreational opportunities, the City of Palm Coast, Florida, is situated on 96 square miles along saltwater and freshwater canals and the Intracoastal Waterway, just minutes from pristine Atlantic Ocean beaches. The growing, dynamic community of 86,516 is located in Flagler County, with Interstate 95 running through the City and intersecting with Interstate 4, providing convenient connectivity with Daytona Beach and Tampa.

One of Florida's newest cities, Palm Coast was incorporated in 1999 and offers a vibrant lifestyle in a scenic natural environment. The City was originally developed by ITT Community Development Corporation beginning in the 1970s. It was marketed as a retirement community in the early years but is now home to many families and people of all ages. Palm Coast was one of the fastest growing cities in the United States in the early 2000s and growth is expected to continue.

The City has a dozen beautiful parks, 125+ miles of connecting trails and paths for walking/bicycling, abundant fishing and boating, world-class tennis and golf, birding along Great Florida Birding & Wildlife Trails, and recreational programming for residents and visitors of all ages. The Indian Trails Sports Complex hosts soccer, lacrosse, baseball, and other athletic tournaments for teams throughout the Southeast. Special events include the Arbor Day celebration, the Birds of a Feather Fest, the Intracoastal Waterway Cleanup, Movies in the Park, Food Truck Tuesdays, the Palm Coast & the Flagler Beaches Senior Games, the Starlight Event & Parade, and much more.

Flagler County Schools, Florida Hospital Flagler, Palm Coast Data, Publix Supermarkets, and Hammock Beach Resort are the area's major employers. High profile major development projects underway or recently completed include: Shoppes of Palm Coast (Tractor Supply, Aldi, Starbucks, and Taco Bell), Island Walk Shopping Center (Hobby Lobby, Tuesday Morning, Publix, IHOP, etc.), FPL Category 5-rated Service Center, Florida Hospital Flagler major expansion, Creekside at Grand Haven (residential), Moonrise Brewery, Grand Landings Phase 3 (residential), and Matanzas Lake subdivision (residential).

Flagler County Public Schools serves approximately 13,000 K-12 students in Palm Coast. The district consists of nine campuses, including five elementary, two middle schools, two high schools, one virtual school, and two charter schools. Flagler Schools leverages a full-range of technology and digital resources for students and has partnered with the community to bring Flagship Choice Programs to all of its schools, allowing students to explore careers from the earliest grade levels. Students can explore and grow in the worlds of agriculture, aerospace, green technology, health science, engineering and computer science, marine research, finance and business, leadership, the arts, and more. Currently there are 22 Flagship Programs spanning grades K-12 that provide an enriched education infused with the essentials for college and career readiness. All schools offer a variety of extracurricular activities and clubs.



Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

# Position Profile

## THE COMMUNITY
CONTINUED

For those seeking higher education, Daytona State College has a campus in Palm Coast (Flagler/Palm Coast Campus). Regionally, colleges and universities include: Embry-Riddle Aeronautical University and Bethune-Cookman University in Daytona Beach; Stetson University in DeLand; the University of Central Florida in Orlando (with a campus in Daytona Beach); Flagler College and the University of St. Augustine for Health Sciences in St. Augustine; University of North Florida in Jacksonville; and the Florida Coastal School of Law in Jacksonville.

The City has a median household income of $49,207 and an average home value of $211,100.

## GOVERNANCE AND ORGANIZATION

**MISSION**

To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned integrative approach using available technology.

**VISION**

A multigenerational community recognized as one of Florida's premier cities that values...

- Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services
- Providing exceptional amenities and standards that support a high-quality lifestyle
- Protecting the environment and beauty of Palm Coast while conserving natural resources.

**VALUES**

Pride - Passion in working together for a better tomorrow

Accountability - Accept responsibility for our actions and decisions

Leadership - Courage to shape our City today and into the future in a transparent manner

Motivated - Seek continuous improvement in all services

Collaborative - Dedicated to building partnerships that address community concerns and needs

Ownership - Responsible for our actions and inactions

Achievement - Seek excellence in all that we do

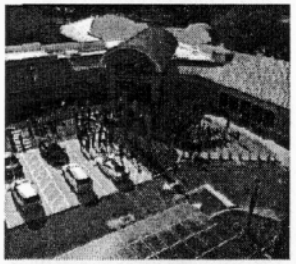
Stewardship - Protectors of our natural environment

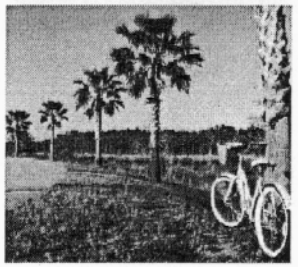
Trust - Mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently



## GOVERNANCE AND ORGANIZATION
CONTINUED







Palm Coast operates under the council-manager form of government composed of the Mayor and four City Council members who act as the political head of the City and are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long term policies that outline the City's public function. The Mayor and Council members are elected at-large, for a term of four years and may serve no more than two consecutive four-year terms in the same seat. The City Manager is appointed by Mayor and Council and implements the policies of the Council, in addition to directing day-to-day operations, preparing the annual budget, overseeing personnel matters, recommending policies or programs to the Council, and keeping the Council fully advised of the financial and other conditions of the City.

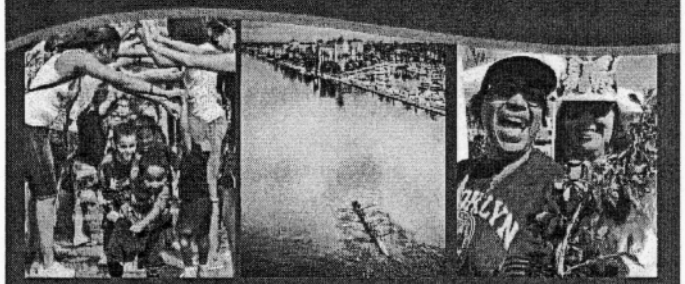
The City provides a full-range of municipal services supported by approximately 450 full-time, 4 part-time, and 70 seasonal/temporary employees represented by unions administered under their respective collective bargaining agreements. The FY 2019 annual budget is approximately $148.7 million, including a general fund of $37.4 million, with an ad valorem millage rate of 4.6989.

The City Manager's direct reports include the City Clerk, Administrative Services & Economic Development Director, Finance Director, Information Technology Director, Utility Director, Fire Chief, Parks & Recreation Director, Community Development Director, Public Works Director, Human Resources Director, and Executive Assistant. Police protection is provided through an interlocal agreement with the Flagler County Sheriff's Department.

Palm Coast has a tradition of using cross functional/departmental teams to implement the City Council's targeted objectives, strategies, and goals. The use of a team approach is an effort to foster individual skills and highlight the talent that exists within the City's workforce. There are currently approximately 25 different cross functional teams working on community goals and challenges.

# Position Profile

## CHALLENGES AND OPPORTUNITIES



**Public-Private Partnership (P3) for Palm Coast's "FiberNet"**

Palm Coast commissioned the construction of the City's FiberNet, a high-speed fiber-optic backbone to connect all City sites and facilities in 2004. Currently, FiberNet's assets include nearly 60 route miles of conduit and 54 miles of high-count fiber cable. The City's economic development goals include the attraction of dynamic, high paying technology jobs, bolstered by the enhancement of its advanced world-class public network. A broadband strategic plan with Magellan Advisors was recently completed to map out a public-private partnership whereby the City will focus its efforts on the expansion and maintenance of the fiber network, while its yet to be determined P3 partner focuses on lighting and operating the network for the benefit of the community. The successor City Manager will play a key role in the development of the P3 and the attainment of the City's vision for FiberNet.

**Department of Public Works (DPW) Complex Replacement**

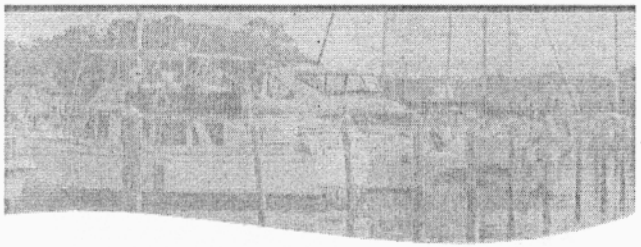
The City's CIP has identified a growing need to address its aging DPW complex, at an estimated cost of $20 million. There have been some discussions regarding the potential funding source to replace the complex, but a resolution will likely involve the development of proposed funding strategies by the next City Manager.

**Economic Diversification & Business Friendly Development**

One of Palm Coast's goals is to be recognized as a community that encourages development consistent with its evolving vision; this will likely require innovative strategies that will increase development investment opportunities. The next City Manager will help the City Council and community refine the future vision for Palm Coast and promote the continued transition of the community from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center in an effort to diversify the City's tax base.







## CHALLENGES AND OPPORTUNITIES

CONTINUED

**Infrastructure Improvement**

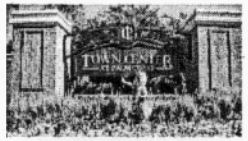
Because of Palm Coast's history as a planned community, virtually all its underground infrastructure and most of its streets were constructed around the same timeframe, resulting in a growing need for repairs and upgrades. Some steps have been taken in anticipation of the reinvestment in infrastructure through identified funding mechanisms; however additional CIP resources will need to be identified and/or re-allocated to address anticipated future capital needs.

**Innovation District/Opportunity Zone**

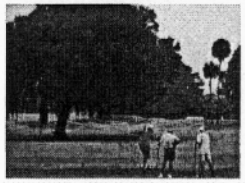
Palm Coast's Town Center area has been infrastructure-ready for several years, but its intended vision has yet to be fully realized. The City and Community Redevelopment Area (CRA) recently took a fresh look at the area and made the development of Town Center a high priority through its designation as an "Innovation District." The designation is intended to leverage proximity, density, and authenticity and create an experiential-living hub where residents can live, work, and play. As part of the focus, an Innovation Kick Start Program was established to incentivize development in the district by the end of 2020.

**Workforce Housing**

Although single-family residential price points exist at all levels in Palm Coast, there is an increasing need to address workforce housing opportunities that support the emerging economic development vision of the community.







Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

# Position Profile







## IDEAL CANDIDATE

The City of Palm Coast seeks an enthusiastic leader with a commitment to professionalism and a dedication to public service. The ideal candidate will have a demonstrated track record of resourceful, entrepreneurial approaches to development and must be willing to consider creative strategies to address high growth community issues and challenges. The next City Manager will have a sense of vision for both the organization and community that will ensure sustainable future growth.

A candidate with a strong financial background and sound business acumen, including long-term capital planning and budgeting skills, is strongly desired. An ability to cultivate and maintain a positive relationship with the City Council and help build consensus while guiding the future direction of the City will be essential. Open-minded and flexible, the new City Manager will have a demonstrated commitment to continuous process improvement and the aggressive pursuit of state and federal grant funding opportunities that will help the City continue to provide a high quality of life to residents.

The new City Manager will be a seasoned team-builder with a collaborative, pro-active management style. The City Manager will foster a culture of transparency and accountability throughout the organization. A delegator, as opposed to a micromanager, the ideal candidate will be comfortable allowing senior leadership to manage their respective operations with broad direction. A candidate who has an ability to coach, mentor, motivate, and build a high-performance, results-driven team and a commitment to the professional development of employees will be successful.

The chosen candidate will be accessible and possess exceptional interpersonal and communication skills, with the ability to educate and effectively convey information and ideas to individuals at all educational levels. The City Manager will be highly visible in the community and should be comfortable dealing with a high level of citizen and business engagement. Personable, humble, and easy-going, the ideal candidate will have a strong sense of humor, and the soft skills, emotional intelligence, and public relations experience needed to build strong relationships with staff, Council, citizens, intergovernmental agencies, and the media.

Excellent negotiation skills, collective bargaining experience, and the ability to help stakeholders come to consensus on community issues are essential qualifications. Thorough knowledge of emergency management practices, state/FEMA reimbursement processes, and water, wastewater, and stormwater systems is a plus.



## EDUCATION AND EXPERIENCE

The selected candidate must hold a bachelor's degree in public administration, business administration, or a related field; a master's degree is preferred. A minimum of eight years of progressively responsible experience in a city manager's office managing and administering a municipal government and/or as a department head is required. Any combination of education and experience that provides the required knowledge and skills will also be considered.

The final selected candidate shall establish residency within the corporate limits of the City within six (6) months of appointment. Upon request, residency may be extended by the City Council for an additional six-month period.



## COMPENSATION AND BENEFITS

The City of Palm Coast offers a competitive salary depending on qualifications and experience. The City provides a generous benefits program including health, dental, life insurance, and paid vacation and sick leave

# Position Profile



## APPLICATION PROCESS

Please apply online at: http://bit.ly/SGRCurrentSearches

For more information on this position contact:

**Doug Thomas, Senior Vice President**
Strategic Government Resources
DouglasThomas@GovernmentResource.com
540-820-0531

This position is open until filled. To view the status of this position, please visit:
http://bit.ly/SGRCurrentSearches

The City of Palm Coast is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check. **Pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt; however, public record requests regarding candidates do not typically occur prior to the selection of semifinalists and/or finalists.**

## RESOURCES

**City of Palm Coast**
palmcoastgov.com

**Strategic Plan**
bit.ly/PalmCoastStrategicPlan

**Comprehensive Plan**
palmcoastgov.com/about/comp plan

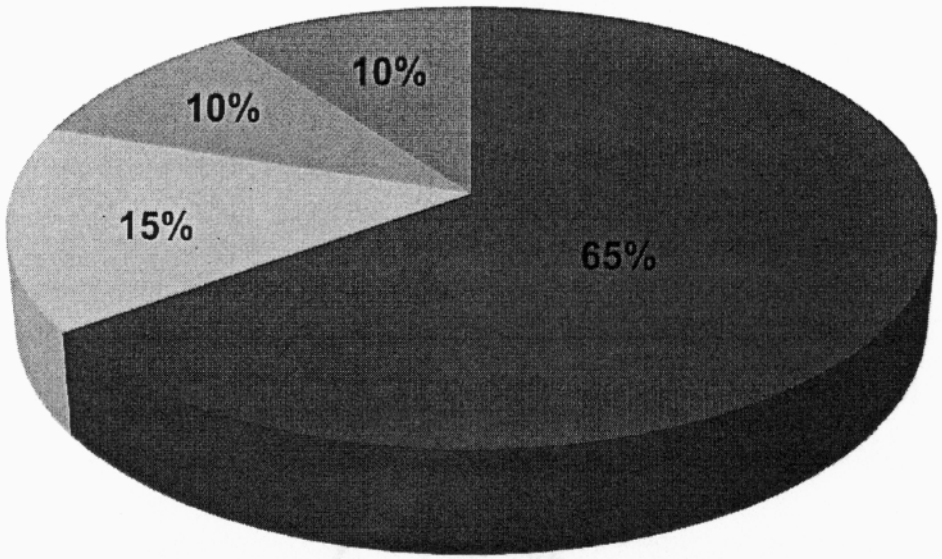
**FY 2019 Annual Budget**
palmcoastgov.com/government/finance/budget preparation

**Flagler County Department of Economic Opportunity**
FlaglerCountyEDC.com

**Public Schools Website**
flaglerschools.com

**Follow Us**

# SGR's Typical Source of Semifinalists




- Direct Outreach by SGR (Website, 10 in 10, Social Media, Email, Personal Contact)
- National Trade Advertisements & Websites
- State Trade Advertisements & Websites
- All Other Sources (City Website, Personal Contact by Colleagues, etc.)

# 5 Keys to a Successful Search

3. **Candidate vetting that prevents surprises, and ensures in-depth understanding:**
   - Initial screening questionnaire when cover letter and resume are submitted.
   - Technical review of resumes by both the Recruiters and a Search Coordinator for different perspectives.
   - Cross communication between Recruiters about candidates who have been in previous searches for greater understanding of background and skills.
   - Comprehensive questionnaires to gain different insights than typically available on a resume.
   - Online recorded video interviews to provide deeper insights on communication styles and how candidates approach particular issues.
   - Comprehensive media searches that include all five major search engines, local newspapers in every community the candidate has worked, local blogs, and other social media sites.

# 5 Keys to a Successful Search

**3. Candidate vetting that both prevents surprises and ensures in-depth understanding (Cont.):**

- Optional Psychometric DiSC Assessments.
- Comprehensive legal/civil/criminal background checks by a licensed private investigation firm.
- Proprietary *First Year Game Plan* exercise.
- 20-25 phone/email interactions with candidates by the time they are Finalists providing normative insights.
- Carefully designed and facilitated behavioral interview processes, including recommendations for interview questions, staff engagement, assessment exercises, community engagement, social events, community tours, and related strategies for gaining feedback from those events.

# 5 Keys to a Successful Search

4. **Candidate understanding of the organization and community to prevent withdrawals late in the process to help ensure a successful conclusion:**
   - Because your search will be led by a former Florida City Manager, candidates know that we have asked the questions of you that they would want answered, giving them confidence that we really understand you, and can convey meaningful understanding of the Mayor, the Council, the community, and the organization.
   - Each Friday, SGR provides a variety of news clippings on the community and the organization to better educate the candidates as the process unfolds. This approach also prompts ongoing interaction between the Recruiters and the candidates, providing normative insights into the candidate and how they think about and respond to various issues.

# 5 Keys to a Successful Search

5. **A process that is smooth, seamless and user friendly for both candidates and the client:**
   - No billing surprises - Not To Exceed pricing for SGR's services
   - One of our Core Values is Continuous Improvement, and SGR constantly seeks feedback from clients and candidates to evaluate our processes and refine them to achieve the best possible experience by all parties.

# What Makes SGR Different?

## SGR is the nationwide recognized thought leader in local government management:

- Prior to COVID-19 pandemic, SGR's CEO Ron Holifield typically speaks at one State or National local government conference approximately every 3 weeks.
- As a full-service consulting firm, SGR is actively engaged in local government operations, issues, and Best Management Practices, as opposed to firms that only perform recruitment services.
- SGR has close to 50,000 email subscribers to our weekly *"10 in 10 Update on Leadership and Innovation"* e-newsletter, which will feature the position opportunity.
- SGR will also send emails to our database of over 4,000 Senior Local Government Executives.
- Position posting will be seen on SGR's Website with over 36,000 local government visitors per month, and on our Job Board (the 2nd largest local government job board in the country), with over 15,000 local government visitors per month.
- It is easy for any Recruiter to get a stack of qualified resumes. The hard part is finding a highly qualified candidate who is also the right match for you. They need to "click" with the Mayor & Council, the organization, and the community - Our focus is on fit, which is why our success rate is so strong!

# Why SGR?

- National Research Center, Inc. recently conducted a blind survey of City Management professionals on behalf of SGR with invitations emailed to close to 4,000 City Management professionals asking them to complete a survey to evaluate 14 national & regional public management search firms.
- SGR received the **highest overall rating and the highest ratings for each specific measure of quality.**
- SGR was rated between good and excellent for each item; where most other firms were rated between fair and good.
- Some Notable SGR Highest Rating Categories:
  - ✓ Level of understanding of City Management
  - ✓ Level of real world understanding of your profession
  - ✓ Networking and engaging leading edge thinkers in city government
  - ✓ Reputation for providing innovative services/solutions
  - ✓ Prompt, ongoing communications and honest interactions with candidates
  - ✓ High quality and thorough vetting and background check processes
  - ✓ Reputation among young professionals and rising professionals as supportive of the next generation of leaders in city government
  - ✓ Reaching out to candidates from diverse backgrounds to ensure inclusiveness in hiring

Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

COCOA
FLORIDA

# Thank You For Considering SGR

# For Your Recruitment Needs!

SGR

WWW.GOVERNMENTRESOURCE.COM

EXHIBIT C: Memo from Colin Berzinger & Associates

# *Memorandum*

***Colin Baenziger & Associates***

**TO:** Mayor and Members of the City Council
City of Cocoa, FL

**FROM:** Colin Baenziger **DATE:** April 13, 2020

**SUBJECT:** Recruiting During a Pandemic

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This memorandum is prepared as an adjunct to our proposal to recruit for the City of Cocoa's next City Manager.

Recruiting during a pandemic creates some interesting challenges, but none that cannot be overcome. Below is a list of the contact points in Colin Baenziger & Associates' typical process and suggested accommodations where necessary. It is important to remember that we are relatively early in the pandemic and our medical professionals may adjust their recommended guidelines during the course of the recruitment. Hence, while I think we need to be prepared with alternatives, decisions concerning the latter part of the process do not need to be made right now.

**Standard Process with Alternatives**

***Initial meeting to gather direct input.*** We meet individually with each elected official and ask questions concerning: (1) The City and what makes it a great place to live, work, play, and be the manager; (2) The particular problems or issues, if any, they feel the next manager will need to address; (3) What characteristics will the ideal City Manager candidate have; and (4) What salary are you comfortable offering.

*Recommended Alternative:* Meet via video conferencing on Zoom.

***Input on the draft recruiting materials***. We exchange information by email and in some cases, telephone.

*Recommended Alternative: None Required.*

***Updates as the recruitment progresses***. We update via email. Once the recruiting period is closed, we forward a memorandum summarizing the results and speak with the Mayor and each Council Member about the results via telephone.

*Recommended Alternative: None Required.*

***Discussions while networking and with semi-finalists.*** We have these conversations via telephone.

*Recommended Alternative: None Required.*

***Presentation of Semi-Finalists.*** We email our extensive background materials concerning each of our recommended candidates to the City. We then reach out via telephone to the Mayor and each Council Member to discuss the candidates.

*Recommended Alternative: None Required.*

***Selection of Finalists.*** With consultant input, the Mayor and Council Members select finalists in a public meeting. As part of the process, we conduct one or more straw polls to narrow the field. We have, on occasion, conducted these meetings via telephone or videoconferencing and believe that to be appropriate.

*Recommended Alternative: Zoom videoconferencing.*

***Finalist Interviews:*** The Mayor and Council Members meet the candidates at a reception, interview them one-on-one and then, as a Council, interview each candidate one at time.

*Recommended Alternative: Hopefully, by then, we will be able to have in person interviews. The recommended alternative would be to have the meetings with the Mayor Council, Zoom videoconferencing, ideally followed by an in-person meeting with the top ranked candidate.*

Historically, I have not been a supporter of videoconferencing in the recruitment process, particularly at the finalist interview stage. That said, recent advances in quality have made it a very reasonable alternative.

**Conclusion:**

The reality is that following current medical guidelines will have very little impact on the recruitment effort until we interview finalists. Even there, we have a good alternative.

We do want to be the firm the City of Cocoa selects to conduct its City Manager search. We will do an outstanding job for you!

EXHIBIT D: E-Comments from Kirkpatrick, Harvey, and Green

## City Council - Special Meeting

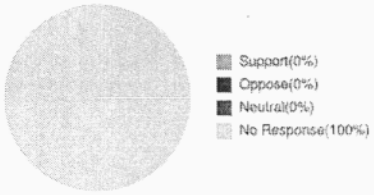
**04-14-20 10:00**

| Agenda Name | Comments | Support | Oppose | Neutral |
|---|---|---|---|---|
| III.1 20-184 Review options related to City Manager recruitment process and provide consensus of option. If a decision is made to use executive search firm, requesting action of firm selection and authorize Staff to begin steps to coordinate the search with the selected firm and to work with City Attorney to negotiate contract terms for Mayor to sign. Request approval of Budget Resolution Number 2020-139 amending the Fiscal Year 2020 Budget and the attached Budget Adjustment Form #20-058-T transferring budget to the City Manager's operating account from General Fund Contingency. (Administrative Services Director) | 2 | 0 | 0 | 0 |

### Sentiments for All Agenda Items

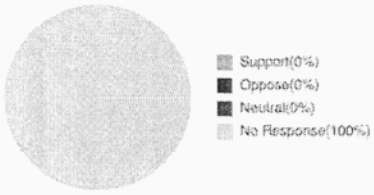
The following graphs display sentiments for comments that have location data. Only locations of users who have commented will be shown.

Overall Sentiment




**Agenda Item: eComments for III.1 20-184 Review options related to City Manager recruitment process and provide consensus of option. If a decision is made to use executive search firm, requesting action of firm selection and authorize Staff to begin steps to coordinate the search with the selected firm and to work with City Attorney to negotiate contract terms for Mayor to sign. Request approval of Budget Resolution Number 2020-139 amending the Fiscal Year 2020 Budget and the attached Budget Adjustment Form #20-058-T transferring budget to the City Manager's operating account from General Fund Contingency. (Administrative Services Director)**

Overall Sentiment




**Guest User**
Location:
Submitted At: 1:41pm 04-14-20

Ed Green
104 Riverside Drive

I urge the Council to focus today's deliberations on the thoughts provided by Mr. Ken Parker of the FCCMA.

He poses key questions for consideration before embarking on a Manager search and three candidate search options.

My takeaways and conclusions:

Is this the time to initiate a search? The election which could replace the majority of Council suggests not. Our best candidates may may not apply due to the uncertainty the election poses, and the new Council will be the one to work with the new manager. Also we are dealing with a pandemic, and the budget season. We should avoid additional instability at this key time. We can all be confident in the corporate knowledge, stability and leadership Interim Manager Furher provides. Mr. Parker's timeline suggests a process of over six months. We should wait. We MUST HAVE citizen involvement in this process, and the Council must take time to incorporate that involvement.
Selecting our next manager will be one of the largest determinants of Cocoa's ongoing success or failure. It should be THE major focus of our near-term efforts, should not be rushed, and should be aided by skilled professionals, but it is premature to hire those professionals before the election.

Please focus on Mr. Parker's letter and defer selection of a search firm. His letter was in response to a request from the City. As such, it would be irresponsible not to give it due and complete consideration.

**Guest User**
Location:
Submitted At: 1:30pm 04-14-20

Dear Mayor and Councilmembers,

I am writing today to strongly advocate for:

- Engaging a professional selection firm to recruit a new city manager, and
- Ensuring public involvement throughout the process.

A professional selection firm will be instrumental in guiding the process to help ensure that the City of Cocoa has the opportunity to select from a wide range of highly qualified candidates with demonstrated success and to help ensure that a transparent selection and evaluation criteria is employed that is above reproach.

Public input at multiple points throughout the process that is representative of a variety of constituent groups and stakeholders in the Village and throughout the City boundaries, including residents, merchants, restaurateurs, professionals, community coalitions and alliances, and non-profits, is critical. Strong working relationships between professional leadership of the City and key constituent groups are critical to our success. While it is understood that the City Council will cast the final vote on the new administrator, I urge you to ensure that these groups have a voice.

This is likely the most important decision you will make, now more than ever. There is so much potential for our community, and the executive hired for this position will, without a doubt, be instrumental in whether our City continues to move forward or not. Let's move forward!

Thank you for your service to our community.

Kind regards,

Connie Harvey

## Monica Arsenault

**From:** Samantha Senger
**Sent:** Tuesday, April 14, 2020 12:05 PM
**To:** Carie Shealy; Monica Arsenault
**Subject:** FW: Regarding the selection of our new city manager

FYI, here is the e-mail received from HCVMS that was read at the council meeting today.


## Samantha Senger, APR, APIO
**Assistant to the City Manager and**
**Public Relations Specialist**
**City of Cocoa**
65 Stone St., Cocoa, FL 32922
(321) 433-8685 I ssenger@cocoafl.org
www.cocoafl.org


**From:** emma kirkpatrick <emmaekirkpatrick@gmail.com>
**Sent:** Tuesday, April 14, 2020 8:37 AM
**To:** Barabra Bumgardner <barbara12hcvms@yahoo.com>; Brad Whitmore <bradwhitmore2@gmail.com>; Connie Harvey <ctippett@aol.com>; Emma Kirkpatrick <emmaekirkpatrick@gmail.com>; Eva Marlow <alohalifegear@gmail.com>; Halim Mohammed-Urban <halimurban@gmail.com>; Janne Etz <wiregems@bellsouth.net>; Laurie Bartuccio <rareessentialsfl@gmail.com>; Marie Swarner <marie@magicdove.com>; Nancy Elliott <nancyelliott@cfl.rr.com>; Pam Shaia <sheltie1@tailsatthebarkery.com>; Paul Hill <Paul@dirtyoarbeercompany.com>; Robyn Greene <Robyn@blueskyinsurance.biz>; Russell Glover <Rglover1@cfl.rr.com>; Samantha Senger <ssenger@cocoafl.org>; Theresa Zide <Tzide@earthlink.net>; Allan Chapman <info@visitcocoavillage.com>
**Subject:** Regarding the selection of our new city manager


**EXTERNAL MESSAGE - USE CAUTION WITH LINKS AND ATTACHMENTS!**


Just sent this to council from us, sorry we didn't vet it with the board first, but the meeting is at 10am this morning.

I think it is well stated and gets our point across.

The Historic Cocoa Village Main Street has a strong vested interest in the selection of a new City Manager for the City of Cocoa. As an official representative (through membership and mandate and contract with the City) for the commercial and residential population, we propose that Council use this opportunity in the most transparent and broad reaching manner.

As is consistent with the City's policy of hiring professional services to coordinate major visioning and development processes, we support the hiring of a professional search company to aid in the candidate selection process.

Given the unique diversity of our City, we understand the need for multiple needs and interests to be well represented. This can be provided during the selection process by soliciting constituency input and participation as part of screening. While selection lies with the Council, community familiarity with and support of the candidates would lay the groundwork for smooth transition and future successful interactions and relationships.

We strongly believe that the social and economic vibrancy of the Village is paramount to the future of the City. We will gladly work with Council in any way we can to help with this critical and pivotal decision.

**From:** Matthew Fuhrer
**To:** Monica Arsenault
**Subject:** Fwd: City Manager concerns (short)
**Date:** Thursday, April 16, 2020 11:49:41 AM

---

Begin forwarded message:

**From:** Carie Shealy <cshealy@cocoafl.org>
**Date:** April 14, 2020 at 11:23:55 AM EDT
**To:** Jake Williams <jawilliams@cocoafl.org>, Brenda Warner <bwarner@cocoafl.org>, Don Boisvert <dboisvert@cocoafl.org>, Lorraine Koss <lkoss@cocoafl.org>, James Goins <jgoins@cocoafl.org>, Matthew Fuhrer <mfuhrer@cocoafl.org>
**Subject: FW: City Manager concerns (short)**

Carie Shealy, MAA, MMC
City Clerk
65 Stone St., Cocoa, FL 32922
(321) 433-8484 I cshealy@cocoafl.org
Fax: (321) 433-8455

Stay Connected: www.cocoafl.org

-----Original Message-----
From: David Prather <dprather@gmail.com>
Sent: Tuesday, April 14, 2020 9:26 AM
To: CityCouncil <citycouncil@cocoafl.org>
Cc: lgoings@cocoafl.org; mfugrer@cocoafl.org
Subject: City Manager concerns (short)

EXTERNAL MESSAGE - USE CAUTION WITH LINKS AND ATTACHMENTS!

Thanks for yet another task of being on City Commission you are appreciated even though it may not seem that way at times! I'll use bullets to be brief:

Hire a search firm or Matt

Make sure they include meaningful community input in both selection and hiring criteria

Be sure they seek an individual with experience in cities of a similar demographic history.

Must have high ratings for supporting small non-chain businesses

Should have water experience, lakes, river front, or significantly green space and parks experience

A track record of three years experience including community economic growth

And, ability and desire to live in the City of Cocoa with in 12 months of starting the position

(our community can help make this happen)

Thanks for your time and consideration of this input,

David Prather
29 Riverside Dr #401
407-620-3144