

Palmetto City Council
February 23, 2004 7:00 PM

Elected Officials Present:

Larry Bustle, Mayor
Tamara Cornwell, Vice Mayor
Shirley Bryant, Council Member
Charlie Grace, Council Member
Mary Lancaster, Council Member
Brian Williams, Council Member

Staff and others present:

Attorney Michele Hall
J. E. Free, Jr., City Clerk
Chief Garry Lowe, Police Department
Chris Lukowiak, Public Works Director
Diane Ponder, Administrative Assistant
Phil Deaton, Range Rider

Mayor Bustle called the meeting to order at 7:00 p.m.

Council Member Mary Lancaster gave the invocation, followed by the pledge of allegiance to the United States flag.

1. Approval of Agenda

MOTION: Ms. Bryant moved, Mrs. Lancaster seconded and motion carried 5-0 to approve the February 23, 2004 agenda.

Mayor Bustle introduced Mr. Phil Deaton, a volunteer Range Rider with the Florida City/County Management Association.

Mr. Deaton reviewed his credentials with Council; informing them he had 30 years of service in municipal government and had served as City Manager in five cities ranging in population from 3,000 to 60,000 people. He also served as a municipal consultant for the Municipal Technical Advisory Service for the University of Tennessee and as a municipal consultant for the Philadelphia Bureau of Municipal Research.

He stated he volunteers with the Florida City and County Management Association and the Florida League of Cities in assisting cities that are interested in creating a council/manager form of government. He stated the City Council retains basic responsibility in the council/manager government.

Mayor Bustle recognized members of the Charter Review Committee sitting in the audience for the discussion; Don Patterson, Ellen Leonard, Jim Freeman, Robert Buchanan and Cynthia Fobbs.

Council reviewed a video tape discussing the Council/manager form of government. The video depicted Council establishing policy and the manager carrying out the policy directives. The manager serves as the chief executive officer and is selected from someone who has the expertise to run the municipal corporation in much the same way

a big business selects its president. The city manager form of government provides city governments with an opportunity to have a separation of powers; the public policy figures as well as the administrative side of public sector government.

Mr. Deaton confirmed the type of government portrayed in the video tape. Mr. Deaton stated that in the United States as governments were formed, most followed the English system of government, which was essentially the mayor/aldeman form. The Model City Charter gives a history of other forms of government, such as the commission form which was started in Galveston, TX in 1900 after the city was destroyed by a hurricane. Each of the elected officials each took a responsibility for health, sanitation, water, public safety, etc., creating the commission form of government. Mr. Deaton stated the only major city he is aware of still using the commission form is Chattanooga, TN., stating it is not a popular form of government and is disappearing.

The National Civic League was one of the early supporters of council/manager government and actually formed Model City Charters in the late 1890's. Mr. Deaton discussed well known supporters of the council/manager form of government.

Mr. Deaton stated the idea of the council/manager government is to let a municipal government be run as near like a business as is reasonable, yet taking into the consideration the needs of citizens to be major participants in their government. Comparing a municipal government with a private factory, he stated in a municipal government the public can roam around, in a private firm the public cannot.

Mr. Deaton referred to the video describing numerous functions of the city manager. Mr. Deaton stated that in every state he is aware of, except Wisconsin, where there is a city manager there is still a mayor. Mr. Deaton also made the following statements. "The mayor is the titular head of the municipal government, responsible for welcoming dignitaries to the community, representing the community in other affairs. One serious function the mayor has that is rarely discussed and published is to be the political leader of the city council. Periodically issues arise and somebody has to go around and say, "Let's get behind this." That is not a proper function of a city manager, the city manager is to provide information, technical help, answer questions, but the city manager is not a politician and it is inappropriate for the city manager to try to build support in the public for any particular issue unless the entire city council has said, "We are for this; we're going to have a referendum, we support it, you go out and sell it to the community." The city manager can do that. But, internally the mayor has to exert some leadership. If he doesn't, somebody else on the council will, but it really falls to the mayor to do that political function."

Mr. Deaton discussed the appointment of other employees. He stated, "During my years in government there were committees involved in everything, but there were two things they wanted to do. One was to decide how money was to be spent and the other was to hire and fire employees. In the council/manager form of government the city council decides what they are going to do and the manager is responsible for deciding how it's to be done and it is the manager's responsibility to select the other employees for the municipal government. That is the pure form, it doesn't always happen, but in the most successful cities it does happen that way."

Mr. Deaton discussed a pro football team's general manager selecting a team roster and then telling the coach to go win the Super Bowl. He stated, "If the team isn't successful, whose fault is it? Did the general manager select poor players, or is the coach a bad coach? If the coach selects the players, coaches them and fails, then it's the coach's fault and something can be done. The same idea goes with the council/manager form of government. You let the city manager select the employees he thinks he ought to have and then you hold him responsible for the work they do, or they fail to do."

Mr. Deaton spoke of one of his interviews many years ago where he was asked if he would object to city council members meeting with a department director once a week to review his schedule to ensure that projects were completed. The meeting was necessary because the previous city manager would not complete council directives. Mr. Deaton stated he told the interviewers he would object. He stated that if a city manager is not completing projects council has directed him to do, a council doesn't bypass the manager, they get rid of him and get somebody that will do what he is directed to do. He cautioned a council can't micromanage; a council lays out a broad picture and lets the manager say how he's going to get the job done.

Mr. Deaton stated when the council/manager form of government first began it had a lot to do with eliminating corruption in government. There is a book on council/manager government that says, "Without fear or favor." A city manager is supposed to do his job every day with the understanding that within 24 hours he may be fired, so he doesn't do his job like he's afraid of criticism, or afraid of losing his job. And, also he does not play favorites; he absolutely does not accept favors. He acknowledged that sometimes becomes embarrassing when a new business brings in a cake or something from the business and it has to be returned.

Mr. Deaton stated there was a great movement to the council/manager form of government after WWII. He named the large cities that have a city manager. He referred to the late 1980's when the federal government was passing out grants of money for specific purposes. A number of cities converted to council/manager for the purpose of obtaining grants. Now local governments find themselves having to deal with federal, state and county agencies and unless they have someone who knows how to take care of the local community, a local government may find itself subject to regulations that may or may not apply. He spoke of the complexities local governments now face from flood plains, insurance, security, budgets, employee relations, land use developments; all are items that are demanding more expertise and requiring the skills that many city manager's possess.

Mr. Deaton stated it is council's responsibility to watch a city manager. He stated there is a weakness in council/manager government and it results if a city council becomes too complacent and does not watch what a city manager is doing and does not take its responsibility for setting policy. He stated a city manager does like a void and will step in and set policy if a city council does not do so. He stated a good city manager would keep a city council very busy because he would bring policy items to council that need to be addressed.

Mayor Bustle thanked Mr. Deaton for the overview and opened the meeting to questions from Council.

The following is a partial transcription of the question and answer portion of the meeting, pertaining only to the council/manager topic.

Charlie Grace: The thing that is brought up mostly when I talk about a city manager is the cost of it. They say Palmetto cannot afford to have a city manager. Of course, I went to a League of Cities convention and sat next to a city manager and he said we couldn't afford not to have a city manager. Now, what is your opinion on that?

Mr. Deaton: Well, of course, having made my living as a city manager, I tend to think you ought to have one. What is your population?

Mayor Bustle: Close to 13,000.

Mr. Deaton: Bellaire Beach is a population of 1800 and they desperately feel they need a city manager. In theory the city manager should be good enough. They're supposed to do two things, efficiency and economy is the by word. They should be able to save you far more than what you pay them if for no other reason than they know how to do things that need to be done. An example: When I was working in Tennessee as a municipal consultant, I stopped in to a small city of 5,000 in Tennessee that was without a city manager for a while. He got fired and they were looking for one. I just sat down and went through the receipt book. The city treasurer thought that I was a foolish fellow because he didn't like to read receipt books, why would I like to read them. I wasn't sure why I like to read them but I had to do something because I was being paid to help. I discovered they had not received any money in lieu of taxes on the federal housing they had in their city. I looked at the next year's receipt book and two years in a row they had not received the in lieu of tax payments from the Federal Housing Authority. When I mentioned that right away the city treasurer said I wasn't so bright because everybody knows the federal government doesn't pay tax. I said that's true, but \$.05 out of every dollar of rent that the tenants pay is to be turned over to the city to reimburse the cost of serving those people. I finally got him to call the head of the authority and when he hung up he said now you have my attention. I asked what was said and the treasurer said he would have a check for \$175,000 out the following morning. That is just one minor little incident, but those are the kinds of things that a city manager knows to pay attention to

Mayor Bustle: How much is Bellaire Beach offering?

Mr. Deaton: They are proposing between \$55,000 and \$60,000.

Mayor Bustle: For 1,800 people.

Mr. Deaton: Yes. The thing they found there, I don't know the details of the situation, but they have a mayor who is making \$25,000 who hired an administrative assistant who is making \$37,000 and they decided if you add those two together you have enough money to hire a city manager and you don't need to pay those other two people.

Mr. Williams: Wouldn't it be appropriate, or I would think the city manager would want to initially jump right out and say, "I'm going to create this kind of income for you that's going to pay for my position." I would think that's what they would want to do right away.

Mr. Deaton: We all say that and often we can, well like I did in Tennessee. I would go into a city, tell me what you're doing, let me read your financial reports, and say OK, here you're running into trouble. Another small one where the last city I worked was only 7,500 people, but we purchased paper annually. We figured out our annual need for paper, bid it out in December, we would take a bid for a year and the supplier would supply us on a monthly basis as we needed the paper. My treasurer came in July and said we're out of money for paper. Why is that? Well, the price of paper went up so the \$30,000 we're paying for paper has all been used up. I asked him, where he got that information. Well, the paper supplier called and said they couldn't deliver any more paper. I invited the paper supplier to come see me and pointed out that in December we accepted his bid of \$30,000 for 1,000 reams of paper to be supplied throughout the year and since there was a firm bid and a firm purchase, I'm sure you went out and got that amount of paper lined up to supply us. And, since I'm sure you did, don't tell me we're out paper, just keep making the deliveries.

Mr. Deaton: I have been a first city manager and it's not an easy job. Council has a preconceived idea of what a city manager is going to do. Everyone's idea will be slightly different. The first city manager always has it difficult because some people are disillusioned. He/she didn't do just what you thought they ought to do.

Mr. Williams: How long can we realistically think a first city manager would last?

Mr. Deaton: Two years. When I did it I lasted five years. Typically the first one lasts two years because he changes things, he steps on toes, he's not perfect. None of us are perfect. You get the best you can, you get the most out of them you can, but usually at the end of two years the first one will be pretty well used up. From then on it will normally be much easier and they will last longer - five or six years. And, you may find some that say this is where I want to be.

Mayor Bustle: Would you venture a guess what you think the City of Palmetto, 13,000, in Florida, would pay for a city manager?

Mr. Deaton: Florida pays very high for city managers. I would think you would have to pay something in the neighborhood of \$80,000 a year. If you end up hiring a city manager, our organization is willing to help you if you reach that point. Again, for free, we're volunteers. One thing that has become very typical is for city managers to want a contract with a very high severance package. One of the reasons is that they have become used to being fired and they want a little stability in their lives. Some cities go way overboard. I believe in a severance package. If you're going in, going to move your family, they're nice. But, some of them are ridiculous.

Mayor Bustle: What kinds of things do you find in severance package?

Mr. Deaton: Normally you would find something saying if fired for other than cause, cause being something illegal, malfeasance in office or something like that, cause is not if he was insulting or you decided you didn't like him, normally you would find he would get accumulated vacation, some portion of accrued sick leave, and normally keep the manager on the payroll for up to six months and you would pay their health insurance

and any retirement contribution they may have during that six month period. Personally, I think six months is enough; some cities have given two years. If you have a four year contract and four months later he is fired, you owe him for four years.

Ms. Cornwell: What is the average length of a contract?

Mr. Deaton: I probably have not done enough research to tell you. Most of them are two to three years. Now, I've never had a contract that had a time period in it. The International City Management Association wants the council to understand you can fire a city manager anytime you want to fire him. If you have a severance package, I never thought it was necessary to have the number of years built into the contract. Personally, I would rather not have that as city manager. One thing you can do is notify him that the contract will not be renewed; he loses his severance package. You really need to ask your attorney some of these questions. Two years seems to be typical; if you're not willing to commit that, you can't expect him to commit that to you. The ICMA will tell all their people that if they're not willing to stay in a city two years don't go because money was spent recruiting and a manager owes the municipality the two years.

Mr. Free: Have you seen performance based contracts?

Mr. Deaton: No.

Mr. Grace: If we have a city manager does this reduce the city clerk's job down to just a small job?

Ms. Cornwell: Can I ask that question? What would be the numbers of department heads that might be under a city manager?

Mr. Grace: Right now, he's a department head, but under a city manager would he be a department head?

Mr. Deaton: Typically a city clerk is not a department head unless there is a need for a large clerical staff of some kind. The city clerk is responsible for responsible for maintaining the minutes of your meeting, the records of all your activities. In some cities, the city clerk acts as tax collector and may have other duties assigned to him that make it a full time job. But, if you end up hiring a city manager, if I were you, one of the first things I would ask him to do is look at the departments and develop a new organization chart as to how the duties and responsibilities should be assigned. Normally, you would have department heads be a director of public works, police chief, utility director, director of recreation, fire chief, air port manager, etc. As a city manager, this is one of the first things I would do, and I would you, as a city council, would ask him to do that.

Mr. Grace: Well that's what brought this up, the fact that if you're not going to pay him as much as a department head gets, you're going to have a savings there, and if you have just a ceremonial mayor you can make savings that way I assume.

Mr. Deaton: Normally a city clerk has more of a technical position. They would be preparing the agendas for your meetings, under the direction of a city manager, and would be maintaining your records. A lot of cities actually have a part time city clerk

because they can do some of the work at home or whatever they want to do. A city your size would likely have a full time person as a city clerk but it would be a clerical position rather than an administrative position.

Mr. Lukowiak: You said the city manager averages two to three years and five after that on the average. When a new city manager comes in do they get rid of the department heads and bring their own staff in? How often do the department heads get changed as it relates to the city manager getting changed?

Mr. Deaton: The city manager is responsible for the hiring and the directing of the department heads. Theoretically, the city manager will hire competent, professional people and they will be loyal to the city manager. When that city manager leaves, they will be prepared to be loyal to the next city manager. The next city manager may have some different ideas as to how things ought to be done, but unless there has been a problem within a department it is rare that a city manager would clean house. I never did. I always went in and said first all you department heads know better how to do what is being done here than I do and so you need to teach me how this works, how you do these things. Now, if after a while I discover that you can't accept me as your boss or you can't accommodate to the changes I think ought to be made, then I would suggest to you that you go do something else.

Mr. Lukowiak: So, it is conceivable that say within a three to five year span the city could face bringing in a new city manager as well as new department heads.

Mr. Deaton: It is conceivable. I would say it is unusual. A department head, if he can't work for a city manager, should leave before he's fired. When you look at the police chief, director of public works, these other positions, the city manager ought to be bringing in competent, professional people who would likely be there their entire career, if they want to be.

Ms. Lancaster: I know he says this rarely happens, but when you say rarely, that means it can, it does happen sometimes. Right?

Mr. Deaton: Death and taxes are the only things absolute.

Ms. Lancaster: What I'm saying is, if the city desire to hire a city manager but we had department heads that were effective in their work, had good rapport with the citizens of Palmetto, then the city manager wants to bring in his staff, if the council opposed that we would be overstepping our bounds, right?

Mr. Deaton: Right. If the council opposed it, yes, you would be. If you pushed the issue then you would effectively have destroyed the ability of the city manager to govern.

Ms. Lancaster: That would be one of the questions that we would want to ask if we were hiring a city manager. "Are you planning on bringing your own staff before you find out what our staff is doing, before you give our people, which probably have been doing a good job for the city and have a good rapport with the citizens, a chance? That should be one of the questions we ask.

Mr. Deaton: When I was interviewed for a job, three times I was asked if I could fire somebody. Well, if you're going to be a city manager, the answer to that has to be yes. That's one of the difficult things a city manager sometimes has to do. After being asked the same question three times, with me answering the same way each time, I said that if there were people that had to be fired to take care of it with the interim city manager, don't give that to the new city manager, whoever he is. When they met later on to do my evaluation, they gave me a list of people they wanted fired. That's not legal for them to do that, but they're your boss. I had to think about it a long time and sought counsel from other city managers and got answers all over the place. I finally went to a local attorney and he said if you fire those people can you still be city manager. I thought about it and said I can keep my job. He said, that wasn't the question, the question is can you still be city manager? I said no, then I'm just an errand boy for the city council. I was then bold enough to tell city council I was not going to fire those people. The city council had one person they could fire, that was me, and if they didn't want to fire me, I didn't want to hear about firing anybody else. There is no doubt a city manager will sometimes make a mistake; they will sometimes fire the wrong person. You don't fire anybody without thinking about it a long time. The biggest problem it would cause a manager grief would be if you had a department head who thought they were so popular in the community that they didn't have to be part of the city manager's team; that they could go off on their own.

Mr. Deaton: As I said, it would be rare of a city manager bringing in his own staff. It would be particularly rare in a city of this size. If you're talking about St. Pete, Tampa, or Jacksonville that could conceivably happen. I believe in working with who is there as long as they are competent and want to do their job.

Mr. Grace: What kind of a staff does a city manager have? Does he have an administrative assistant, secretary, all this sort of thing?

Mr. Deaton: Well, they like to have them, but typically a city manager would have a secretary, administrative assistant. Depending upon the level of responsibility and the things that are going on, a city manager may seek an assistant city manager. This would usually be a recent graduate from graduate school who wants to be a city manager, who will come in and say I'll work cheap, teach me everything I need to know to go out and get my next job. I would think in a city this size a secretary and an administrative intern, or whatever you want to call him, would be appropriate size for a staff.

Mr. Grace: This is what we have to think about. You don't just think of the city manager's salary, you have to think of the people you're going to have to hire to support him.

Mr. Deaton: I've always had a secretary. I always had a computer on my desk that I would say, what's this for? Since I've retired I've become quite skilled with a computer. I'm beginning to wonder what level of secretarial assistance I might need if I were a city manager again. In those days I dictated all my correspondence. With a computer I think I can generate much of my own correspondence just as quickly as I could dictate it to somebody else. It's personal preference of a city manager and you have control of that

but I would expect they would want an assistant and somebody at an intern level or that nature.

Mr. Williams: Following up on firing current department heads, could it be incorporated in the city manager's contract that he works with our current department heads for a period before making a decision that they wanted to change the team?

Mr. Deaton: You can put anything in the contract you can get the candidate for city manager to accept.

Mr. Williams: So that could be done. It's not unheard of to do something like that is it?

Mr. Deaton: I think it's unheard of, but it doesn't mean you can't be the first one. As a candidate, I probably would not be too fond of that.

Mr. Williams: But it's something we could do if we felt we wanted to secure our department heads' positions. However, we talked about and we see in our data gram that show positions available, are contracts offered to department heads?

Mr. Deaton: I don't know.

Mr. Williams: But that could be an avenue where the city manager could offer them a contract so they would have tenure for a period of years just like the manager.

Mr. Deaton: In most states a city manager does not have the authority to sign a contract representing the city without the city council's approval. I am not aware of it happening.

Mr. Williams: Have you ever seen a government in transition from the type of government we have, mayor/council, going to a city manager where the mayor has an interim position where the mayor assists the city manager in learning what's going on in the city and what we're looking for?

Mr. Deaton: Once you go to council/manager form of government that will be an effective date in your referendum, if you have not hired a city manager by that time you should hire an interim city manager. We have people around Florida who are interested in working as interim city managers. It would be a temporary thing. Once you have gone to council/manager government, the mayor's responsibilities have changed and it would be out of the goodness of his heart to do whatever he wished to help the new city manager get acquainted with the community, with the problems and things he's dealing with, but it would normally not be in any official capacity.

Mr. Williams: So you're saying then that you couldn't have both, a city manager and mayoral form of government; they would clash.

Mr. Deaton: You would still have a mayor. The mayor just would not have any administrative responsibility.

Mr. Williams: We all go to the League of Cities every year. We go to the seminars and different programs they put on for us. I know city managers have the same seminars each year by the Florida City County Managers Association. How in depth are the seminars and classes and should we decide to stay with our mayor/council form of government, can our mayor, if he becomes a mayor/manager of the city, can the mayor go to the FCCMA?

Mr. Deaton: I'm not aware of that.

Mr. Williams: I think there could be more fact and information gathering if the mayor in that position could go to the convention.

Mr. Deaton: There is the National League of Cities that you may be aware of. They have very good training programs for cities, primarily those with strong mayors. They are expensive, but they are as equally well done as are those for city managers. If you continue with the mayor/alderman form of government the mayor should avail himself of that opportunity.

Mr. Williams: One of the things that jumped out at me was when you spoke about how the mayor is the political leader of the community. It doesn't seem like it would be very good to have a mayor as a manager of the city and still wanting to be or expected to be the political leader because he would be out selling projects and programs and things like that that may not be something as a political leader he would normally be doing.

Mr. Deaton: I think you're exactly right.

Mr. Williams: There is a big problem with that I would assume.

Mr. Deaton: Yes. If you're going to have the mayor you're going to have either a weak mayor or a strong mayor. I gather your form is a weak form. You have veto but no vote. Is that correct?

Mayor Bustle: That's correct.

Mr. Deaton: So you've got essentially a weak mayor form. If you're going to have a mayor, then a strong mayor, who actually gets to kind of run the show, he can go out and do those things. Every time he does, of course, he puts his job on the line. If he alienates too many people in the community he won't be mayor after the next election. That's one of the reasons to keep a city manager out of that. They're not supposed to do that. They are supposed to provide information, encourage you folks to do that, but they are supposed to stay in the background. They stay out of the limelight. No matter how much a city manager does, the council always gets the credit.

Mr. Williams: When we have a system set up and the mayor has stabilized and where we're at and how we're going and so forth, that's basically the same thing a city manager would be doing in managing the departments and what's being done in the city, but the manager has the knowledge that comes with the education and the background to help us move further in a straighter line. Is that pretty accurate?

Mr. Deaton: That's correct.

Mr. Williams: So we'd be able to expect probably, let's say quicker, possibly quicker advancement of what we're trying to do because a city manager would know some of the hurdles and know how to move around them easier, rather than us having to go through some of the hoops that government requires.

Mr. Deaton: Exactly. A city manager knows how to look for problems and correct them.

Ms. Bryant: The overriding issue that came to me from your comments and from the video as well is the fact, and it was said many times, professionalism, training, a general city manager coming in with certain educational backgrounds, statutory requirements, land use development, financial background, budgeting, infrastructural and environmental, safety issues, wastewater, labor issues, federal, state, all of that keeps saying to me the complexities have increased over the years to 2004 where we are now. I think it establishes a benchmark of requirements that leadership role should have when they step into that role. I think, I agree with Mr. Grace, it's one of those situations that even though there is more money involved in hiring a city manager, there are organizational restructuring that would help to supplement that change, and it's something we can hardly turn our backs on. In the past there have been errors in judgment and they have cost us heartily, much more than the \$80,000 that you referred to as a possibility of a salary. One of the comments I've heard from different people in discussions in the past is the fact there is a lack of responsiveness to the public when there is a city manager. How would you respond to that?

Mr. Deaton: Well, I would say that's not accurate. A city manager is the one person in the city who can see that you get an immediate response to whatever the issue or the question or the problem may be. It was rare I couldn't deal with an issue. Many of them were simple issues. As a city manager if you are going to be effective in your community and in a city this size, is to give immediate attention to a problem. You do those right away.

Ms. Bryant: I have to be perfectly honest. Our department heads now, we've not had issues at all with them not being responsive to the public, nor as far as the council. When we meet a lot of times we bring those issues to the council meeting and give them to the department heads or whatever the need may be. But, the one thing that seems to come to me from that very discussion is the fact that issues are resolved based on education and experience rather than political motivation, which by and large serves the community in the best manner.

Mr. Deaton: Well, it should. You should always look at the big picture. You can get so bogged down in minutia that you miss the big picture. A city manager should see the big picture and he should convey that to council and when he has the opportunity through news media, convey it to the public.

Ms. Cornwell: As far as the severance package and so forth, do city managers get a car allowance or are they usually receiving a city vehicle?

Mr. Deaton: Either one.

Ms. Cornwell: What about moving allowances.

Mr. Deaton: Normally you pay moving expenses. The thing you want to do with that is to make the manager you're hiring feel like you want them to be here. I think it's important you pay the moving expense. I think it's important that if you invite them in for an interview that you pay their expenses to come for an interview.

Ms. Cornwell: The rules and regulations that a city manager might need to know in this local area would especially be in the way of the EPA and DEP regulations; we've had a lot of concern with issues revolving around that. A city manager would be up-to-date on those types of issues?

Mr. Deaton: OK. Obviously it depends a little upon his background. When you advertise you specify the type of experience you want. City managers have the reputation of being a quick study. You come in, give them a problem; they will quickly do the research they need and will learn very quickly.

Ms. Cornwell: Therefore, a city manager that is up-to-date on those types of regulations is probably cutting back on attorney fees for research. Correct?

Mr. Deaton: A city manager cannot replace a city attorney. He would not give you a legal opinion, but he would read the law, he would read the statutes and he may periodically call the city attorney and say this is the way I read this, is that what you have? But, yes, a city manager would be familiar with the legal requirements. He would not only learn them from his own study, but from his peer whom he would contact.

Ms. Cornwell: So, would it be more on the edge of legal rather than for instance engineering and design type of education? It would be more statute related; we would get more facilitation through that directive. Depends, right?

Mr. Deaton: Well, I loved being a city manager because you got to do something different every hour of the day. You had to know a little bit about everything and did not have to be an expert in any of it. But, you had to know enough to be able to talk to an engineer, understand what they were telling you. Typically your city manager will be able to talk to the engineer, will be able to talk to the attorney and will be able to talk to the accountant and anybody else, and have enough knowledge on the subject to be able to converse with them, evaluate the information they are getting and help council make decisions.

Ms. Cornwell: We have an aging infrastructure which involves the EPA and DEP so that's something we would place in our ad?

Mr. Deaton: I would. I would say renewal of infrastructure very desirable in your ad. You don't need to scare them, but they want a job, so tell them, this is what we're looking for. One thing you have to be careful of though is when you get those and they come in and say they have the experience and this is just what you asked for and I fit the pattern.

and you say I don't like you very well, we're going to hire this other person that doesn't fit the pattern, but he sure is a nice person. So, you don't want to overdo that.

Ms. Cornwell: How about grants and seeking funding. You gave a perfect example of some federal initiatives you had knowledge on. Are they knowledgeable of grants and outside funding sources? That's probably one of the cheap ways money is saved when one hires a city manager.

Mr. Deaton: If they don't know they would catch on very quickly. It would just depend on what your needs are. You need to find somebody who can establish a rapport with your congressmen.

Ms. Cornwell: We have a CRA here and our CRA director also deals with a lot of the grants we seek. A city manager would then be updated with all the intricacies of a CRA and having a CRA district.

Mr. Deaton: They would know something about it and they would sit down with the CRA director and see how they could work together.

Ms. Cornwell: If we were to have a city council meeting, then only the city manager would be present. Correct?

Mr. Deaton: Not necessarily. You mean other than the department heads?

Ms. Cornwell: Correct.

Mr. Deaton: That is usually up to the department head. If a council doesn't like a department head and that person is asked to answer a question at a meeting, council may take the opportunity to ask questions that may be embarrassing. As a city manager, it's your responsibility to protect those people. If you don't like them, you get rid of them. If you like them, they're working for you, it's your responsibility, you better take care of them. I normally had them there but asked them not to talk.

Ms. Cornwell: As a councilman, I think all of us could state that local issues come to us, and should; we're the eyes and ears of the people we represent out there. At least, in my case, whether it's a rooster or it's somebody that is flooding, the issue needs to be brought forward, because as you said, everybody's problem is a problem and it's perceived as a problem. So, if we do have those types of issues then normally they would be addressed to the city manager and they would contact the department head. Correct?

Mr. Deaton: That's correct and then the city manager should respond to you and say this is what was done.

Ms. Cornwell: OK. The department heads themselves would not respond to us, but the city manager would then follow through and you're saying I would have conclusion.

Mr. Deaton: That's correct.

Mayor Bustle recessed the meeting for 10 minutes.

Ms. Cornwell: Basically, a politician is called a servant to the public and in one of the meetings I had attended at the League they basically said your city manager is really there to make sure your city council is kept in the best eye as possible to the public. Is that something then that is promoted by the agency, is that just a given, how does one continue in that process?

Mr. Deaton: Yes, that's true. On page 22 of the Model City Charter it has commentary and part of that is the City Manager's Code of Ethics. It says, "A city manager shall recognize that elected representatives of the public are entitled to the credit for the establishment of local government policies, responsibility for policy execution rests with members. The city manager shall refrain from all political activities which undermine public confidence in professional administration." A city manager is supposed to stay in the background unless the council says we want you to represent the city to the news media. Then the city manager would do that. Normally they stay back and you always give the elected officials credit for whatever is done. Because without them making a decision it doesn't get done anyway, so it's not a false thing you're doing. You're not there to blow your own horn.

Ms. Cornwell: You use the terminology professional city manager. Is that criterion given by the organization that you represent? Is that a professional term?

Mr. Deaton: Professional city manager is taking on a little more context than it has. As far as the ICMA is concerned, there is no ideal background to become a city manager. In other words, if a city council will hire you, you become a city manager. If you last two years then they will accept you into the organization as a city manager. Typically those of us that come from the background of going to college and then to graduate school, we think that's best, but there are a lot of backgrounds that will work.

Ms. Cornwell: If we decide to go with a manger form, and we ask for your assistance in helping us seek a manager for our city, that manager would be considered by your organization a professional city manager, meaning that the minimum, they would have worked two years for another city. Is that correct?

Mr. Deaton: If that's the kind of person you hire. If you decide to go to council/manger form of government and you ask for our help, we would come down and write an ad for you. Let you look at the ad, which you will have to agree to. We would ask you to set some standards, what you do you want in a city manger. We would urge you to hire a city manager who is a member of the International City and County Management Association, not because we're lobbying for members of the organization but because they have a Code of Ethics they go by and the organization will monitor their activities. If they don't follow the Code of Ethics they will take action against them. They can't force you to fire them but they can kick them out of the organization, they can do public and private censure and it is normally pretty effective because the thing that they should bring your community is honesty and integrity. You can believe what I tell you because I'm going to tell you the truth and I will check it out before I tell you. So, that's what this organization emphasizes.

Ms. Cornwell: When looking at our Charter, looking at going to referendum in August, that's why we're having these meetings basically, is to be proactive in trying to bring before a vote the best Charter that we can. Some of the issues that have come up with the language, is that something that your organization also helps out with, in changing from one to the next?

Mr. Deaton: I don't know. I've never been asked to do that. I'll have to ask my boss. What kind of questions are you dealing with?

Ms. Cornwell: Currently we have the council that sits here, we're looking at a couple of different issues, but the main issue would be to change the Charter to state that we would go to hiring a city manger rather than the form we now have.

Mr. Deaton: And that, we would be glad to help you with. And we will be glad to put you in contact with people who can give you assistance in a referendum. There are other questions that will come up: How is the council going to be elected? How is the mayor going to be chosen?

Ms. Cornwell: Right. All those things fold in together.

Mr. Deaton: They need to be addressed. It does make a difference. My personal preference is to have a mayor elected by the city council. The reason for that is that the mayor then looks to the council for support, direction and guidance and the mayor knows he got the job because the council members selected him for the job.

Ms. Cornwell: In the interview process of hiring a city manger, does the council meet privately with the person; is it in a public forum, or both?

Mr. Deaton: In Florida it is usually one-on-one in private. The reason for that is to get around the open meeting law. Personally, I'm not fond of the one on one interview with council members, particularly if it is just to get around the open meeting law. If you apply for a city manger position in Florida it becomes very public and it becomes public nationwide that will scare some of your candidates. I think you may as well do it in the open; you may as well let the people know what is being said.

Ms. Cornwell: Continuity is another reason that we're looking at this issue, to have continuity throughout our system. People get elected and leave and we've had a few department heads that have come and gone for various reasons. What worries me is that two years at the very, very beginning. It's a difficult question to ask, but a small city like this, do you see that city managers have a tendency to stay or do we become a training ground?

Mr. Deaton: I think you misjudge yourself. You are not a small city. There are many, many cities your size. I would expect if you go to council/manger government, you advertise the position in the neighborhood of \$80,000 - \$85,000 you would get close to 100 applications from all over the country and they will be people who are experienced city managers. They will have been experienced in a 3,000, 5,000 to 7,000 population and will be ready to move. Unfortunately this is a business where every city only has

one and the only way you get promoted is eventually to move to a larger city. I would expect that you would get experienced city managers to apply for this position.

Ms. Cornwell: And their staying power would be the same that you're saying it would.

Mr. Deaton: Historically. If you look at the record what has happened nationwide the first city manager normally lasts two years. It's not because they choose to leave, it's because so many things may change in those two years that you will have irritated some people and the council will just say, "We need a fresh face." It's rare they would voluntarily leave after two years.

Ms. Cornwell: I was just concerned with the longevity as opposed to a large city like Tampa where the salary is very competitive compared to a city such as Palmetto. While it's comparative to the 3,000, 5,000 and 8,000 population, I was concerned with the roll over. You don't see any more roll over with large cities as opposed to cities such as our self.

Mr. Deaton: Large cities normally are able to hold their managers longer because they have more resources to use; they can pay them more, they can give him more help; they stay longer.

Most of them are not going to willingly leave as long as they feel the council wants them to stay.

Typically, if you're happy with them, they'll be happy with you and they'll stay.

Ms. Cornwell: The last issue that I have is feedback from our public on their concerns behind a city manager and that of course is the cost. We've discussed the city clerk issue; the reduction of attorney fees, outside funding a city manager might have access to, slight increase due to a car and so forth. Anything else that you could consider a bonus that we could include in stating that this was the reason it was cost effective?

Mr. Deaton: Other than the generalities that I have given you, I need to know more about Palmetto than I know to give you a specific answer. You have utilities?

Ms. Cornwell: We have a water treatment plant.

Mr. Deaton: So, you own and the water and distribution system.

Mayor Bustle: No we do not. We own the distribution system but we buy the water from the county. We have our own wastewater treatment plant.

Mr. Deaton was advised we have no electric company or fire department.

Mr. Deaton: It would be legitimate to charge a portion of the city manager's compensation against the water and wastewater departments. If you do it right, the city manager would have oversight responsibility and a portion of his compensation should be charged against those two utilities which reduces the amount that is charged against the tax levy.

Mrs. Lancaster: If we decide to go to city manager would it be appropriate to ask in an interview, do you plan to bring your own team or replace the department heads. Is that appropriate to ask?

Mr. Deaton: It's appropriate to ask. Chances are, 99 times out of 100, no I don't have people I want to bring. I always felt the first thing you do is find out what these people are like, what they're capable of doing before I say I have to replace them. I think the vast majority of city managers, except some who may feel insecure, will do the same thing. It depends upon the willingness of your department heads to accept the new city manager as their boss.

Mrs. Lancaster: I heard you say that if you select a city manager, that usually the city pays for the moves. Who pays for them to come in for the interview, does the city have to pay for that too?

Mr. Deaton: You don't have to if you don't want to. I think you should. I will tell you that I never went to an interview at my own expense. My problem with doing that - quite frankly, it makes you look cheap and if you're going to go cheap on that you're going to be cheap on something else and we're just going to have problems.

Mrs. Lancaster: It could be pretty expensive just to get them in here. You negotiate a salary, and then you give them a severance package, pay for them to come down for the interview then pay for them to move here. When you say \$80,000 we need to know that's not it.

Mr. Deaton: You're not going to interview more than five people, you shouldn't. The only reason you may end up interviewing more than five is if the first five end up saying I don't want the job. We've almost always discovered that once you go beyond that number for interviews the quality drops off. If you have to spend \$1,000 each to bring five people in to interview, I think you should do that and you should treat them so that they want to be here and they want to feel that you want them to be here.

Mrs. Lancaster: In your years working as a city manager, how often have you heard of city managers abusing the power that is given to them? I've heard some pros and some cons.

Mr. Deaton: I don't know that I can give you a number; I know that it has happened a few times. When it happens, it usually becomes very public and you will hear about it. The attorney asked me during the break can a city manager commit the city contractually.

Mrs. Lancaster: That was my next question. Do they have the power to bind the city in a contract?

Mr. Deaton: I would say no. The city manager cannot contractually commit the city council without the city council's approval. I have to yield to the attorney. There ought to be something in the State Statutes that says that. The State Statute does say it's not a contract until the city council has authorized somebody to sign it. When it comes down to it, if two people agree it's a contract, it's a contract. But if there's specific State

Statutes that says it's not a contract until council authorizes a manager to sign it then he cannot bind you. I'm not enough of an attorney to say that couldn't happen sometimes. I can't say it never happens, but it's not appropriate and should not happen.

Mrs. Lancaster: We could stipulate that in a contract.

Mr. Deaton: If I were you I would stipulate it in my Charter amendment.

Mrs. Lancaster: If a citizen calls and had a problem do they speak with the department head or do they have to ask for the city manager?

Mr. Deaton: They certainly can speak with the department head. If I were the city manager I would expect the department head to send me a note; I got this complaint, this is where it came from, this is what I did about it.

Mrs. Lancaster: A citizens calls in with a complaint and nothing is ever done. If a council member takes a complaint from a citizen, who should he report the complaint to, the department head or the city manager?

Mr. Deaton: The city manager. Because the city manager needs to know that it got called in two or three times and there was never a response because there should have been a response. You have to let the city manager know there was no response so the city manager can do something to prevent that from happening in the future.

Mrs. Lancaster: You were saying if you hire a city manager and you find out six months that he is just not working out, so the council decides we want to fire him to get him out of here. We are bound now by this contract and all the severance. Have you ever know any city manager to be hired in a city on a probationary period before the contract becomes effective?

Mr. Deaton: I'm sure it probably has happened. I will admit I was offered a job on that basis, none of the perks kicked in until I had been there six months. The entire city council was up for re-election at the end of five months. I was offered the job on a 6-5 vote. I refused to accept the job. You're asking a city manager to make a major commitment to you and you are not willing to reciprocate, because you're saying we'll try you out for six months. Yes, it's possible. I think any city manager who is good would reject that.

Attorney Hall: This city, like other cities, generally has administrative decisions that are made by different bodies at different levels; the P&Z Board or administrative board, and this is mostly in the land use context. When you say that the city manager is involved in carrying out policy, we have a DRC, things like that in the zoning code. Does the city manager get involved down to that level or occupational licensing; there are other things outside the land development code.

Mr. Deaton: Normally he would be involved to the extent that he would be knowledgeable. Do you have a city planner?

Attorney Hall: She's on staff.

Mr. Deaton: I would expect the city planner to consult with the city manager on a regular basis saying this is what we're doing and this is what's liable to happen.

Attorney Hall: The same with public works. If there's things that public works or the building department would typically approve or deny they will still be the ones to approve or deny; they will just report to the city manager.

Mr. Deaton: That's correct. And normally the city manager would say that's fine. Every once in a while a city manager will say are you sure about something, have you checked this, have you looked into that? The city manager should be aware; not to make the decision but be able to tell the council it has been looked at thoroughly.

Mayor Bustle: In the analogy you gave of the city manager being similar to the board of directors of a company, most boards have a chairman. How does the council's policy relate?

Mr. Deaton: The mayor is the chairman of the board. One question that is usually asked is who tells the city manager what to do. They say the majority rules. The city manager sits at this meeting he hears what everyone has to say. He watches the vote and that's what he's going to do.

Mayor Bustle: The difficulty is you don't know of everything. I mean there is general policy and someone rather than five someones has to convey that policy and interpretation to you, the city manager. How is that done?

Mr. Deaton: In other cities, I've had a policy manual and every time the city council adopted a policy on something it went into the policy manual and got a number just like a city code. It didn't have force of law, it just said under this set of circumstances this is what we would likely expect you to do. But, I assume you're not setting those policies in private.

Mayor Bustle: No, they're public policy. I guess I'm thinking from the relationship I have. I consider that the mayor's responsibility is to carry out the policy of the council. In a day-to-day administrative function that I have, you have to interpret a lot of times so that person who is a manager under the city manager is going to have to do the same thing. I guess my concern is that the line of command is a very delicate thing and you can't have five people telling the city manager what to do because then he wouldn't know what to do.

Mr. Deaton: No, you can't. The city manager gets his instructions from the body as a whole. We all know state legislature passes a bill and then bureaucrats interpret that and say this is how we're going to apply it. The same thing certainly happens with city council. They'll adopt an ordinance or set policy. What I would do is say this is the situation, this is how I interpret the policy, this is how I'm going to apply it. If anybody on the city council objects, call me right away and I will stop anything until I bring it back to city council for more specific instructions. Some of them will say I have to get this done and then you have to get after them. I always met with either the mayor or city council

president on a regular basis to talk things over, to work on the council agenda if nothing else. Still, the direction has to come from the body as a whole.

Mr. Williams: I travel to a lot of cities and watch because of my involvement here. It appears that most of the city managers at the time of the vote, if he isn't clear about what the final outcome is, then he'll ask for clarification to the chair or the mayor. I think that's one way they satisfy making sure things are right on tape and in records.

Mr. Deaton: That's true. You try to get the answers right up front.

Mayor Bustle: We talked about the relationship between the city council and department heads. Can you give us any insight in your experience to that respect; how a council accustomed to dealing directly with department heads, how do you deal with the transition?

Mr. Deaton: Your city manager should early on advise the council, probably in writing, as to how he would like the information or the questions moved between the council and the administration. I never minded if a council member called a department head asking for information, but I let the department head know I better know if that call occurred. I usually encouraged council, if they had a question, to ask me because I was the only one who was responsible for knowing of everything going on rather than just why this particular street had been paved, or that nature. It does take some of the city manager's time, but I think a written memo to say this is how I would like to have it done and I hope that the council would honor that until you found some reason that it wasn't working.

Mrs. Lancaster: Who did you say gets the agenda together?

Mr. Deaton: In most cities, it's the clerk's responsibility. Every place I have worked I always prepared the agenda, reviewed it with the mayor or the council president and gave it to the clerk.

Mrs. Lancaster: Is the city manager the one that decides what goes on the agenda?

Mr. Deaton: No. City manager will certainly have things to go on the agenda, but any council member can always call and say I would like this on the agenda. Sometimes the city manager will say, "Why; what do you need to know, what's the problem?" and it can be handled without going on the agenda. The person who prepares the agenda and places items in order on the agenda has a great deal of power, no authority, but a great deal of power. Over the years I've learned that wherever an issue falls on the agenda the council and the public are going to react to it.

Mrs. Lancaster discussed the fact that having to fire a department head in public was distressing. With the city manager form of government, that would be removed from the council chamber.

Mr. Lukowiak: You have stated that when public works issues come up you go to the public works director, police department, grants coordinator, etc. I haven't been able to

determine the difference between what we do now vs. that. I haven't understood yet the benefits of this.

Mr. Deaton: There is no question whether it's a CEO of a company, chief administrative officer of a municipality, or whatever it is; they make a lot of decisions. They don't do very much of the work. The work has to be done by all of these other people. The benefit of having a city manager to me for you to work with, is it is someone who has had experience working with directors of public works, they have had experience working with consulting engineers, they have had experience dealing with the federal and state agencies who are going to impact your job and in theory, they should help you do your job, make your life easier because of the expertise they can bring. They will not try to do your job for you; you would still have to do that yourself. You would tell them this is how we do things in Palmetto, this is what works here. They would ask if you have ever thought about doing it another way.

Mr. Lukowiak: I've worked under business administrators in the past, so I'm familiar with both.

Public Comment:

Ellen Leonard It's obvious from the length of time city managers stay in a job that they don't have the opportunity to vest in a pension or retirement plan, so is that normally factored into a benefit package?

Mr. Deaton: The state of Florida has a retirement plan in which the cities and city managers may participate. The City of Crystal River had a city manager who wanted a contribution to a private plan, which the city did. The state has now contacted Crystal River to say they shouldn't do that. There is also the IICMA Retirement Corporation. Most city managers who belong to the IICMA ask the city where they work to make a contribution to the retirement corporation on their behalf. It is a deferred compensation corporation that was created about 30 years ago for the very reason you pointed out. (Discussed his opinion that a 10-year vesting period is too long.)

Mrs. Leonard: It would appear to me the city manager is a salaried position and not subject to overtime provision of the Fair Labor Standards Act and therefore might desire to have flexible hours. Would most candidates expect some flexibility - not being tied to a 9 to 5 work day since they would often be called upon to respond in the evening and on weekends without additional compensation?

Mr. Deaton: Yes, I would expect so. I normally would work 50-60 hours a week, but if one of my children was playing basketball at 4:00 in the afternoon, I didn't feel bad about leaving at 4:00 to go watch their game.

Mrs. Leonard: You indicated that if the city were to advertise it would probably receive a large number of applications. How would you suggest the city screen those down to a short list, so five to be interviewed. Would you recommend the citizens do that?

Mr. Deaton: My suggestion would be that you let two other Range Riders and me screen your list for you. We would present you with ten names and you would then go

from there. There are a lot of citizens that like to appoint a citizens committee to help with the screening and do the interviewing. I have never cared for that because once the city manager is hired he or she must work for the city council and they must realize that the city council selected them, not a citizens committee. The commitment has to be that the council selected this person and that the candidate feels very comfortable the council did the selecting. And, all the council needs to participate.

Mrs. Leonard: Would you recommend that the council vote be unanimous or can you think of a situation where you had a 2-3 vote.

Mr. Deaton: That's an amazing thing in Florida. I'm used to a unanimous or near unanimous vote. Doesn't have to be unanimous; if someone doesn't care for the candidate they have to have a good reason.

Mr. Williams: You said yourself and two other Range Riders. What would you expect to be able to familiarize yourself with our needs in a situation and things like that?

Mr. Deaton: We would ask you when the ad is prepared to give us the qualifications you are looking for so when we go through the resumes we would find people that have the qualifications you have identified. We can't meet together and make a decision because we would be violating the open meeting law. What happens is, the other two Range Riders would send me their preferred list, and I would compile the three and give it to you. The one thing that we would do, if we were aware of somebody who looked good but had a difficult background, that caused a red flag to go up, you would discover they may not have been recommended. We can't tell you what's wrong with that fellow, but there's something wrong with that fellow. You still have to make the decision.

Mrs. Leonard: I just want to follow up on something the mayor brought up a few minutes ago. In terms of the council giving direction to the city manager, the mayor mentioned not everything is voted on. (Gave a hypothetical example of council members directing the police chief on different issues needing attention.)

Mr. Deaton: My first reaction would be the council members were speaking to the public and not to the police chief. My second reaction then would be to sit down with the chief, you heard, now how are we going to handle this. I would then report back to the city council what plan we developed to address them.

Mrs. Leonard: In matters of discipline of the employees, including suspension and dismissal, would that be in the sole discretion of the city manager, subject only to an appeal to an appeal board but not normally an appeal to the council?

Mr. Deaton: That's correct.

Charles Smith: Would the city manager have the know how to come in and look at every facet of the city and decide if there should be additional department heads? Would the city manager be able to recommend that the director of public works should be broken out into two areas?

Mr. Deaton: Yes, that is very often something that happens. When the city manager prepares the budget and makes recommendation for more staff, he better have a way to fund additional staff. Typically a city of this size would have six maybe seven department heads. In most instances you don't want to get many more than that simply because you start spreading the city manager's administrative ability too thin.

Mr. Smith: You mentioned about hiring and firing. If it comes a time, once the city manager is hired the city manager has full say so who to hire and who to fire without any intervention of the city government.

Mr. Deaton: He should. If the system is going to work effectively, the manager has to have that much authority so that the city staff realizes that they have to be responsible to the manager not to the council members, mayor or any particular person. If the city manager does not have that authority, if he finds it necessary to get rid of someone then he would have to come to the council for approval. Then that puts us back in the same position Mrs. Lancaster mentioned. It also puts the city manager in a position where if the council says no, we won't approve it then the city manager has received a vote of no confidence. It then becomes an ineffective arrangement.

Mr. Smith: So the city manager comes in and during his first week meets with the department heads and can on his own, without permission from the council or mayor, decide for him to leave.

Mr. Deaton: Yes, theoretically he could. Most likely that would not happen because the city manager needs an effective operation and you don't gain an effective operation firing the people that are there and know how to do the job. Now, if a little time passes and he finds difficulty dealing with a certain department head, the department head does not wish to recognize his authority or the department head just is plain lazy, some of them are, then I would think he'd say, "OK, I've tried every motivation I think I know to get you to move, you won't do it, you've just got to go."

Mr. Smith: But that city manager would have the authority to do it on his own. He don't have to report to any city council person whatsoever.

Mr. Deaton: He could.

Mr. Smith: A city manger normally stays two years and the starting salary is at a minimum of \$80,000. Is it negotiable?

Mr. Deaton: Of course everything is negotiable. I said typically the first city manager lasts two years. It is because you have all of this transition to go through which is sometime difficult. And because it is sometime difficult, the city manager may step on some people's toes. If he's very skillful, very diplomatic, he can get through that and last a long time.

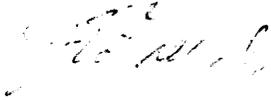
Mr. Smith ended the question and answer session discussing the diversity in Palmetto and how a city manager with deal with the issue. Diversity in a city is no longer unique. Mr. Deaton opined, "Good people with a good spirit can bridge all that."

Mr. Deaton's final comment was that bad managers become so convinced of the rightness of their positions on issues they will move without City Council support.

Mayor Bustle thanked Mr. Deaton for the very interesting and informative session.

Meeting adjourned at 10:15 pm.

Minutes approved: April 5, 2004



J. E. Free, Jr.
City Clerk