MINUTES

FORT MYERS BEACH TOWN COUNCIL
TOWN HALL – COUNCIL CHAMBERS
2523 ESTERO BOULEVARD
FORT MYERS BEACH, FLORIDA 33931

WORK SESSION

March 3, 2010

I. CALL TO ORDER

Mayor Kiker called the meeting to order at 9:05. Present with Mayor Kiker was Council members Babcock, List and Raymond along with Town Manager Stewart and Town Clerk Michelle Mayher. Vice Mayor Acken was absent from the meeting.

II. PLEDGE OF ALLEGIANCE

All stood and participated in the Pledge of Allegiance.

III. TOWN MANAGER

A. Evaluations
B. Performance

Councilmember Raymond asked to speak regarding Monday's Council meeting and the fact that he was 'ticked off' regarding Councilmember Babcock's comments concerning the special meeting held in Council Chambers to discuss he dedicated trolley lane. Councilmember Raymond aired his grievances and Councilmember Babcock responded explaining his comments and the reasons for them. Discussion ensued regarding the dedicated trolley lane special meeting

Discussion turned to the status and condition of the water system, and Town Manager Stewart asked Council if what he heard during the discussion was that there was a unanimous decision that there was a need to know

the status of the system and what it was going to take to for reconstruction and stabilization of the system so it would be reliable.

Town Manager Stewart had discussions with Cathie Lewis and Scott Baker regarding the system and wanted to get somewhat more familiar with what had been done so he could come back to Council to let them know what it would take in time, effort and dollars.

Mayor Kiker stated there were decisions for approval of the dollars with repairs that needed to happen in the $200,000 range with Council approving that. Mayor Kiker indicated a lot of the projects were reviewed but Council kept running into a snag with the water utilities trying to decide whether to wait for a plan for all of Estero Boulevard or do intermediate things.

Mr. Stewart assured Council there was a set format for the staff meetings with an action register where there was a running account of all the major projects being worked on. Mr. Stewart continued by telling Council he would be coming forward soon with a projected end date, and with a proposal of what staff intended to do.

Recess: 10:20 AM ***Reconvene: 10:30 AM***

Mayor Kiker turned the meeting over to Councilmember Babcock.

Councilmember Babcock addressed the Town Manager Evaluation sheets each were given asking Mr. Stewart to comment on whether he would like explanations on the items, change them or eliminate them.

Town Manager Stewart stated that a lot of the material was common in what you would see in performance evaluations of people in the management or leadership level.

Mr. Stewart proceeded to go through the document supplied by Councilmember Babcock, indicating the rating definitions were fine; the quality of results and quantity of results were fine; personal/job skills outlined most that might be of concern. Mr. Stewart stated he was perfectly comfortable with everything in that section of the document unless Council wanted to discuss it.

Councilmember Babcock indicated the document was different than the one they had seen previously; he had added some of the characteristics provided by Councilmember Raymond.

Mr. Stewart addressed the rating definitions 1 through 5 to be utilized in each of the areas however noted Council may want to define the total rating as excellent, superior, fair, poor, very poor as the Council needed to know what the rating scale meant to them as a Council. After looking at both columns

in the ratings they were determined to be satisfactory to all.

Mayor Kiker began discussing pay for performance criteria for the Town Manager as well as Council performing their required tasks.

Manager Stewart agreed on assessing customers' views as to how staff was performing and appreciated the fact that Council recognized in order for him to be successful he and Council needed to be successful together. Mr. Stewart stated he had already provided staff with an example of what was expected customer survey wise, indicating staff would be doing a tremendous amount of customer surveys. Mr. Stewart stated since the process was so new staff did not yet know where the bench marking was so it would take some time to get the process started with a few months needed to build a data base and provide some realistic goals.

Town Manager Stewart indicated they were starting in Parks and Recreation. The International City Management Association was cited by Mr. Stewart as an association that worked together with a professional survey organization where they do surveys of communities having a benchmark of communities all over the country comparing your community to others across the nation. Mr. Stewart recommended doing one every couple of years with Council determining whether to survey full time and/or part time residents.

Mayor Kiker stated the Town was in the service business.

Town Manager Stewart indicated there may be some anxiety from staff as it could be looked at as a way for some to be punished; however he wanted to look at it as a way for staff to get better and do things the right way, asking Council if they agreed to that statement.

Mayor Kiker opined that it was an indicator and a catalyst for communication not something to be used as a bat.

Councilmember Babcock stated Mr. Stewart's comments were excellent and wanted to develop two of the words used by him which were baseline and benchmarking. Councilmember Babcock hoped Council encouraged Mr. Stewart in a permanent time frame and linked it to pay for performance as indicated by Mayor Kiker, making it fair for everyone involved.

Discussion continued regarding the pay for performance concept with Mayor Kiker stating Mr. Stewart did not have to wait until September to indicate he wanted to make a decision to stay; he was free to indicate that anytime. Mayor Kiker then began to discuss succession planning, quarterly reviews, rating categories and succession management.

Town Manager Stewart stated he liked what he was hearing from Council, that management and leadership were two different things; manage the processes and the operations of an organization in a way that allows for one to be an effective leader. Mr. Stewart noted he did not believe that you managed people stating mentoring was an important part of each day while working with staff.

Mayor Kiker presented his views as to how he sees Mr. Stewart as the CEO of the Town and all that statement implied and meant to him.

Manager Stewart stated he looked at himself as a change agent and would not be sitting back on his heels, indicating he would have to watch himself so as to not push the people around him too hard or too fast while wanting to implement change. Mr. Stewart stated there had not been one person on staff that had been unwilling to do what needed to be done but all realized the reality of the size of the community, the number of personnel to do the job and the dollars to do it.

Councilmember Babcock brought the discussion back to the evaluation sheets turning the conversation to the question of getting to the overall performance number, possibly weighting each of the categories and being held to the quantity and quality more then the personal and interactive skills.

Mayor Kiker felt it was a blueprint for success and a good format but did not see it being used for Mr. Stewart. Mayor Kiker felt the question was what Council wanted to get from the Town Manager between now and September. The second question was if Mr. Stewart decided to jump start the issue what foundation would he have liked to have built and the last question was if Mr. Stewart decided he wanted to come to work full time with the Town. Mayor Kiker felt the question needed to be asked of what Mr. Stewart could do for the Town in the next six months.

Councilmember Babcock again asked if Council agreed with the categories he had presented in his evaluation format and whether they needed to be weighted.

Councilmember Raymond indicated his top priority would be the quality of results with Councilmember List agreeing and indicating her concern of opinion versus hard data.

Mayor Kiker indicated Council was a Board of Directors setting policy for a large company who has hired an executive to run the company and should leave the executive alone to run the company. Mayor Kiker stated he wanted to see Mr. Stewart be plus or minus 5% of what he predicted, not caring how he got there, as long as he continued to recognize who the customers were, that there were project deliverables, staff to care for and the need to

report back to Council. Mayor Kiker did not feel there was a need for one category to be more important than another but for there to be a balance with the manager knowing how to set the balance at a particular time.

Mayor Kiker felt it was an opportunity for Council to educate themselves in how to become a good Board of Directors and an effective policy making body.

Councilmember Babcock felt they were building the base for pay performance with the knowledge there was a need for baselines and benchmarks which at the present time the Town did not have.

Town Manager Stewart addressed Council noting his 41 years of experience, indicating there was so much that impacted what you do, and that it did make sense that Council was approaching it as a pragmatic business, but there were differences in that some people the Town serves look at it politically but in the corporate environment it is the bottom line of making money, eliminating waste and meeting the objectives of the board of directors. Mr. Stewart stated when community surveys are used it goes much further.

Mayor Kiker indicated Council should be looking at the entire issue as a start up business, looking at everything as brand new but using things that already exist. He did not want to discuss everything ahead of time and box in the Town Manager.

Mr. Stewart indicated the discussion was all good however there needed to be priorities and objectives with all the items meeting strategic priorities.

Councilmember Babcock indicated he needed to add customer survey to the interactive skills. Discussion then moved on to strategies and vision with Mr. Stewart providing Council direction on those topics.

Mayor Kiker continued to feel Council needed to look at the process as a start up company, allowing the manager to development and implement human resources plans, project management plans, a budget process, and customer satisfaction.

Mr. Stewart stressed the fact that we were a small Town with a vast amount of issues and the Town Manager and staff dealt with putting out fires daily in conjunction with addressing the broader issues facing the community. Mr. Stewart stated it was not exclusive to outcomes or the ability to develop and implement it was a combination of both with it being Council's choice as to how much they want to intermix, asking not to get too focused on the develop and implementation.

Discussion ensued regarding customer surveys, what they meant to Council and what they hoped to obtain from them.

Mayor Kiker felt customer surveys were designed to develop indicators of how service was developed and received.

Councilmember Babcock brought up an item about relationships, expounding again on customer surveys to include the what and how around services that are delivered and received asking if that was what it should be.

Mr. Stewart indicated there would be specific questions in specific areas.

Recess: 12:35 PM ***Reconvene: 12:46 PM***

Councilmember Babcock addressed the item of Agenda Management suggesting it needed to be a key criteria with all in agreement and Town Manager Stewart indicating communication with each Council member was necessary. Staff management and development or human resources was also agreed on by all as a necessary part of performance commitment. Councilmember Babcock addressed the topic of project management with the recognition that it would fall on the Town Manager. Budget Management/Development was then discussed with the need to add reporting to the subsection items.

In the discussion on budget, Town Manager Stewart indicated he and staff would always develop a budget around what Council noted as their strategic priorities, stating all things in the budget should point back to the Council's strategic priorities. Mr. Stewart also indicated he would be providing Council with a quarterly report to show how the Town was doing, which projects had been accomplished, how far along the project was and how the money was spent.

Council decided to participate in a practice evaluation in May with Councilmember Babcock stating he would return to Council with an updated evaluation document.

Meeting adjourned 1 p.m.

Adopted _____ With/Without changes. Motion by _____

Vote: _____

_____
Michelle D. Mayher, Town Clerk

- End of document.