Southwest Florida
Regional Planning Council

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EXECUTIVE COMMITTEE AGENDA

MEETING NOTICE

Mission Statement:
To work together across neighboring communities to consistently protect and improve the unique and relatively unspoiled character of the physical, economic and social worlds we share…for the benefit of our future generations.

December 1, 2011

9:00 am – 12:00 pm

1.	**Call To Order – Commissioner Karson Turner, SWFRPC Chair**
2.	**Approval of the September 30, 2011 & November 7, 2011 Minutes**
3.	**Executive Director Job Description**
4.	**Executive Director Interview Process Final Preparations**
5.	**Other Business**
6.	**Adjournment**

Two or more members of the Peace River Basin Management Advisory Committee and Charlotte Harbor National Estuary Program may be in attendance and may discuss matters that could come before the Peace River Basin Management Advisory Committee and Charlotte Harbor National Estuary Program, respectively, for consideration.

In accordance with the Americans with Disabilities Act (ADA), any person requiring special accommodations to participate in this meeting should contact Ms. Deborah Kooi at the Southwest Florida Regional Planning Council 48 hours prior to the meeting by calling (239) 338-2550 #210; if you are hearing or speech impaired call (800) 955-8770 Voice/(800) 955-8771 TDD. Or email dkooi@swfrpc.org.

_____Agenda
_____Item

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SWFRPC Executive Committee Meeting/Conference Call
September 30, 2011

The Executive Committee of the Southwest Florida Regional Planning Council held a meeting/conference call on Thursday, September 30, 2011 in the 1st floor conference room at the offices of the Southwest Florida Regional Planning Council located at 1926 Victoria Avenue in Fort Myers, Florida. The following Committee Members, Members and Staff were in attendance:

Committee Members

Commissioner Karson Turner, Hendry County BOCC (Chair)
Councilwoman Teresa Heitmann, City of Naples (Vice-Chair)
Commissioner Tom Jones, City of North Port (Secretary)
Mr. Bob Mulhere, Collier County Governor Appointee (Treasurer)
Vice Mayor Mick Denham, City of Sanibel (Past Chair)

Other Members

Councilman Kit McKeon, City of Venice

Staff

Ms. Liz Donley, Interim Executive Director
Ms. Nichole Gwinnett, Administrative Specialist II
Ms. Nancy Doyle, HR Operations Manager
Mr. Dan Trescott, DRI Coordinator
Mr. Jason Utley, Senior Planner
Mr. David Crawford, Principal Planner
Mr. Jim Beever, Senior Planner

Call To Order

Chair Turner called the meeting to order at 9:04 a.m.

Item #2 - Approval of Minutes (July 12, 2011, July 21, 2011 and August 18, 2011)

> **Councilwoman Heitmann moved and Vice Mayor Denham seconded to approve the minutes of July 12, 2011, July 21, 2011 and August 18, 2011 as presented. The motion carried unanimously.**

Item #3 - FY2012 Budget Implementation

Ms. Donley reviewed the item as presented. She stated that she is recommending that the following positions be eliminated:

- Planning Director which is currently vacant due to attrition
- Senior Planner DRI, which would be a layoff

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- Account Clerk, which would be a layoff
- Information Records Clerk, which would be a layoff

Then the following would be reclassifications, hour reductions and salary changes:

- Administrative Manager Finance would be offered a position to Cost Accountant II w/hour reduction to 32 hours per week.
- Administrative Manager/HR Operations would be offered a position to Administrative Services Coordinator w/hour reduction to 32 hours per week.
- Planning Manager would be eliminated and offered a position of Planner IV w/salary reduction
- Principal Planner HazMat would be offered a Planner IV at same rate of pay.
- Principal Planner Comp Planning would be offered a Planner IV position w/hours reduction but at the same salary rate.
- Principal Planner Environmental would be offered a Planner IV position at the same rate of pay.
- Network Administrator/Senior Planner would be offered a Planner III/Network Administrator position.
- Senior Environmental Planner would be offered a Planner II.
- Public Information Specialist/Webmaster would be offered a Planner I/IT Support position.
- GIS Graphics Manager would be eliminated and would be offered a GIS Analyst II/Facilities w/hour reduction to 30 hours per week.
- Graphics/Analyst would be offered a GIS Analyst I position.
- Administrative Staff Specialist would be offered a position as Administrative Specialist II.
- Administrative Specialist Sr. would be offered a position as Administrative Specialist II.

Ms. Donley then showed the Committee members the Council's current positions titles, classifications salary ranges and actual salaries. The position that would have a salary change would be the Planning Manager and the positions with the hour reductions are:

1. Administrative Manager Finance
2. Administrative Manager/HR Operations
3. Principal Planner Comp Planning
4. GIS Graphics Manager

Ms. Donley showed the Committee members the proposed new organizational chart with the class titles, functional job descriptions, and proposed staff for the positions and the full time equivalent for those positions. She showed the chart of the Council's current funding streams and the lead staff for those funding streams along with the support staff. She noted that there has been no change in the lead staff for the funding streams. She stated that she believes in accordance to the proposed organizational chart and the position of staff, we have the support on board to fulfill our commitments in order to successfully complete these projects.

Vice Mayor Denham stated what is not clear is the reporting structure on the proposed organizational chart. Ms. Donley stated that currently everyone is reporting to the Executive Director. She explained that her concern with doing any additional organizational changes is that there is a new Executive Director coming in and this is how we have been functioning for the last four months.

Vice Mayor Denham asked what the status of the Executive Director Search is. Ms. Donley replied that it is her understanding that the final candidate will be brought before the full Council in December. Vice Mayor Denham stated that that activity will be concluded by the end of the year. Chair Turner replied yes.

Mr. Mulhere suggested calling the proposed organizational chart an "interim" organizational chart, because it would allow the new Executive Director to decide whether or not he/she needs someone below them. He then noted that at this point we are eliminating one position instead of two out of planning and cutting back hours on a number of employees. Ms. Donley clarified that there are 4.7 FTEs being eliminated. Under this scenario there is one vacancy and the elimination of four persons. Mr. Mulhere asked Ms. Donley if she looked at a scenario where the pain was spread across the board, where there would be no elimination of positions. Ms. Donley replied that scenario was reviewed, but the difficultly of doing an across the board cut was there are employees that are direct billed and we need that direct billing to produce both the indirect and fringe to cover our indirect staff. Her concern is that we have commitments with grants and we have money to be spent and if we start pulling back on spending that money it can affect our ability to capture funding in the future. It also affects staff's ability to complete their work on time.

Ms. Donley explained that we are also going to be looking at our revenues and payouts on a weekly basis. We have implemented electronic timesheets and we are fully utilizing our accounting software, so if there are any red flags they will come up sooner and we will act upon them more quickly. She would like to be able to come back to the Budget and Finance Committee, Executive Committee or full Council if we need to additional trimming of either support staff or other staff that are not fully billable or furlough during the holidays. If the Council decides to do furloughs, she would like to have that decision made sooner rather than later so that staff can plan for it, no later than the end of October or beginning of November.

Councilwoman Heitmann asked what the savings of doing the furloughs are. Ms. Donley replied approximately $23,000 for direct payroll per week.

Councilwoman Heitmann asked with the reduction in finance are we then going to be carrying additional expenses to our accounting services. Ms. Donley replied that from a preliminary discussion with the Council's Auditors, Mr. Jeff Tuscan, about using them for CPA issues some of it is included in our base rate for the audit; however, some of it would not be so she needs to have additional discussions with Mr. Tuscan on what that rate would be. Vice Mayor Denham said that there will probably be additional expenses. Ms. Donley agreed and stated that there may be additional in-house changes with those services.

Councilwoman Heitmann stated that she feels that these decisions needed to be made three months ago. However, it was the wisdom; institutional knowledge, disruption, and chaos that had us delay these decisions. Rightfully so, we focused around the new direction and new Director, obviously we had a major upset with our budget and it rattled us at our last meeting. She stated that her major concern is losing institutional knowledge and not restructuring more appropriately. She does feel better about the implementation of the organization in temporary, but after reviewing Councilwoman Simons' proposal for a job description and salary study; she supports having us really look at the positions and salaries because she feels that this was not a detailed review of staff.

Ms. Donley explained that there are some challenges at the Council with staff because we have staff's longevity. The institutional knowledge that everyone keeps referring to, for an example both of the administrative staff have over 20 years with the Council, which is unusual. There is planning staff with more than 20 years with the Council. So with the proposed organizational chart we are retaining that institutional knowledge and it comes at an expense and the positions that are being eliminated are not the positions with the longest time in. One of the challenges, people have discussed succession planning and from a budgetary standpoint, we do not have that luxury.

Vice Mayor Denham stated that the Council has been dealt with a very difficult hand and it was somewhat unexpected and the decisions which had to be made were difficult. We are going to have criticism, but we have retained an enormous amount of institutional knowledge within the organization. The decisions being made are extremely difficult on a personal level in order to try to put something in place and he feels that we have done the best job that we can under the circumstances. He feels that it should have been done several months ago and by letting it go one for as long it did led to distrust within the organization. We now need to rebuild the organization as a team.

Vice Mayor Denham explained that he has spoken to the area's entire local legislative delegation and there is a concern among our State Legislators on the role of the RPCs. The City of Cape Coral issue seems to have been resolved, but there seems to be issues among Collier County and Charlotte County. He noted that when he met with Representative Roberson, he was shown a letter from Charlotte County BOCC asking Representative Roberson to pass legislation allowing a county to remove itself from an RPC. These are the types of issues which we need to quickly address if we are to be a successful RPC.

Vice Mayor Denham stated that the following should be addressed to the Council:

- What the Council should look like and what actions should be taken.
- Visit each of the communities of the Council on a quarterly basis.
- Executive Summary of each Council Meeting (include the goals and objectives of the Council and what are the Council's priorities).
- Provide each community of profile of staff and skill set.
- List of current grants.

Vice Mayor Denham explained that all of the issues that Councilwoman Simons noted in her report are being addressed. We are going to be reviewing all job descriptions, positions have been eliminated, the span of control has been eliminated, etc.

Mr. Mulhere stated that he agrees with Vice Mayor Denham's comments and suggestions. He also stated that he appreciates the concept of reviewing job descriptions; however, with longevity comes a desire to, especially when times are good, reward people. Often that comes in the form of a title change along with some salary increase. But sometimes there are people in a position such as planning that in order to reward them for the hard work that they have done they are promoted into a job description or title that assumes a higher level of professional certification, education, experience or combined. Then there is the problem where we can't determine who is the professional and who is not the professional because you have staff mixed up in the titles. So he feels that a job description and salary study does need to be conducted, but we need to be careful of what we call certain positions and salaries.

Vice Mayor Denham said that he feels that it has already been done.

Mr. Mulhere stated that the human impacts with this proposal are that several employees will retain their jobs, but will be making less money. The one human impact that he is concerned with is that Mr. Jason Utley's position will be eliminated and he has dealt with Mr. Utley on many projects. He is highly professional and if there was a way to retain him it would make a lot of sense to him, but if there isn't a way he appreciates it. We need to be committed to that if we have grant revenues in the future that may require Mr. Utley's services that he is the first person that we contact.

Chair Turner stated that he also has visited with many of the Legislators and he also brought the issue of the RPCs up at the Florida Association of Counties event that he recently attended. He explained that the Council is going through some growing pains and he asked the question to the members on what they thought of their RPC and how was their relationship with their RPC. He didn't tell them that he was the Chair or member of the SWFRPC. What he heard was an astounding positive sense of the RPCs throughout the State. What he feels is that the Council has some allies out there, but we have to be very careful because when he visits with the Legislators there is a common theme to put the ominous back on the Council and make 100% of these entities stand alone and either the RPCs exist or they go away.

Vice Mayor Denham stated that it is very important at the next Council meeting that we stand as one and support what we are proposing here.

Councilwoman Heitmann stated that she agreed to that when it was first presented to Council thinking that there would be an open discussion at Council about the recommendations and it just went forward. That is where she was extremely disappointed, because she went with the Executive Committee knowing that we had to be one and then with the lack of commitment or conversation within the full Council was extremely disappointing to the process. She then stated that she agrees that the Executive Committee needs to go forward as a team and support with whatever we decide is the process.

Chair Turner stated that he feels that the decisions had to be made and we needed to stop delaying "pulling the trigger".

Commissioner Jones stated that these decisions have to be made and if we don't back our Interim Executive Director and/or new Executive Director then we are not doing our job. We are not here to be the Director, but to approve or disapprove the actions taken on behalf of the whole Council for the Council and for betterment of this organization. He noted that he has given his support to Ms. Donley for the decisions that she has made and he has the greatest respect for Mr. Utley and all of our planning staff, but these decisions have to be made. Ms. Donley was put in the position of making these tough decisions, so the least we can do is back her up.

Mr. Jason Utley of staff stated that he understands that these decisions have to be made due to the current difficult financial situation that the Council is facing. He then pointed out to the members that two of the awards on the wall in the conference room are due to his involvement at the Council. He noted that he is a certified planner, LEED accredited professional, professional transportation planner, and project management professional. He was the only employee listed for elimination from the professional staff under this proposal. At the same time, he doesn't want to delay any action; however, he would like the Committee to consider, due to his longevity and credentials over other employees, to pay him two weeks for every year of service with the Council. He went on to state that the money could come out of reserves and the Council can then move forward and he could support that decision.

Councilwoman Heitmann asked Ms. Donley if Mr. Utley's request was ever presented to her and if so were budget calculations performed. Ms. Donley replied no and she doesn't believe that under the new State Statute which took effect on July 1st that the Council would legally be able to award Mr. Utley his request. There was a change to the statute with regard to employee layoffs and buyouts. Also, Mr. Utley is a non-contractual, but an "at will" employee.

Mr. Mulhere asked Mr. Utley how many years of service? Mr. Utley replied 5.5 years.

Ms. Donley explained the current policy of the Council. Employees that are terminated with the Council for whatever reason get paid out their accumulated scheduled leave up to 160 hours and any unscheduled leave (sick) that is accumulated is forfeited. She also noted that this proposal included that instead of the two weeks notice which is the Council's policy, the Council will pay two weeks of Administrative Leave.

Chair Turner stated that this is a bit of an unusual situation.

Mr. Mulhere suggested not making a decision at this time since the Committee doesn't know what the fiscal impact is at this time.

Mr. Utley stated that it would be $27.86 multiplied by 40 hours.

Councilwoman Heitmann moved and Vice Mayor Denham seconded to consider the proposal and bring it before the Budget and Finance Committee on October 6th, along with the ramifications of the Florida Statute.

Chair Turner asked Ms. Donley if she was comfortable proceeding with Mr. Utley's request. Ms. Donley replied that she is concerned with setting a precedent and there are two other employees slated to be laid off who also have some longevity with the Council. Chair Turner stated to that point, the licensing, accreditation and that whole process from the professional standpoint, not to minimize the other positions, is there a point to be had there as well. Ms. Donley replied that would be the Executive Committee's decision. However, her only concern is that she would have to re-read the statute, because she had to acquaint herself with it when it came to Mr. Heatherington's Severance Package and he is was not covered under the new law because he had a contract pre-dated July 1st.

Councilwoman Heitmann stated that that is why she didn't feel that it was appropriate to have the issue discussed in this forum with the both the legal and financial ramifications.

Commissioner Jones stated that he feels that Mr. Utley's request is secondary to the Committee's business and it can be taken to the Budget and Finance Committee for discussion. He feels that Ms. Donley is correct and it would violate the recently enacted State Statute regarding extra compensation.

The motion passed with both Chair Turner and Commissioner Jones opposed.

Commissioner Jones stated that the reason that he voted against the motion was because he believes that it violates the State Statute.

Vice Mayor Denham stated that the Council needs to do some additional marketing and he would be willing to volunteer his time to help with the effort. Chair Turner asked how we get the word out about the Council to the communities throughout the region.

Councilwoman Heitmann suggested through FRCA, invite Mr. Ron Book, Executive Director of FRCA to a Council meeting.

Ms. Donley explained that a letter was sent on behalf of the Executive Committee to Mr. Ron Book and Mr. Scott Koons stating that the Executive Committee was recommending withdrawal from FRCA at this point in time she hasn't received a response. However, they are holding their quarterly meeting for the Executive Directors up in Tallahassee next week which she was planning on attending via conference phone. She still hasn't received the minutes from the June meeting when they discussed raising their dues.

Mr. Mulhere stated that he received a phone call from Mr. Brian Teeple from the Northeast RPC asking why the SWFRPC wants to withdraw from FRCA, so he explained to Mr. Teeple the reason is that the Council didn't feel that they were getting the value for their dues and then the increase in dues when everyone is struggling. Mr. Teeple asked what he thought should be done and he said that someone should come down and talk to us.

Vice Mayor Denham stated that he asked the Florida League of Cities about FRCA and their lobbyists and they said that they don't see them. Mr. Mulhere said then that is an issue. He then noted that FRCA hired Ms. Sheri Coven who worked under Tom Pelham in DCA. He explained that there isn't a lot of support from the legislature. The RPCs need to stand on our own two feet and demonstrate that we have a value and if we do that we still need someone that can speak on behalf of the RPCs in the legislative process.

Councilwoman Heitmann noted that FRCA did save the RPCs from the first cut.

Chair Turner clarified that it was the Governor who cut the RPCs, not the legislature.

Chair Turner stated that there needs to be a common theme approach towards lobbying our legislature to make sure that the legislators within the regions understand that we want RPCs. We do feel that there is a logical reason for these entities to exist and it gives them a better argument towards the Governor and/or friends in Committee.

> **Vice Mayor Denham moved and Mr. Mulhere seconded to approve the Interim Executive Director's recommendations with his additional recommendations and forward the recommendations and presentation to the Council. The motion carried unanimously.**

Chair Turner asked that a draft policy be presented at the next Council meeting on how to identify the grants issue with regards to overruns and placing safeguards. Ms. Donley replied yes, and she also was going to bring job cost controls before the Budget and Finance Committee.

Mr. Beever of staff asked to speak in regards to the grants overruns. He clarified that there were indirect overruns on some of the grants. The spending for direct on the grants was all within the budget. He then explained the indirect rate which covers the support staff, building, etc. and is adjusted at the end of the process to reflect what the indirect truly was for that calendar year.

Chair Turner explained what he wants included in the policy.

Item #4 - Adjournment

The meeting was adjourned at 10:13 a.m.

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SWFRPC Executive Committee Meeting/Conference Call
November 7, 2011

The Executive Committee of the Southwest Florida Regional Planning Council held a meeting/conference call on Monday, November 7, 2011 in the 1st floor conference room at the offices of the Southwest Florida Regional Planning Council located at 1926 Victoria Avenue in Fort Myers, Florida. The following Committee Members, Members and Staff were in attendance:

Committee Members

Commissioner Karson Turner, Hendry County BOCC (Chair)
Councilwoman Teresa Heitmann, City of Naples (Vice-Chair)
Commissioner Tom Jones, City of North Port (Secretary)
Mr. Bob Mulhere, Collier County Governor Appointee (Treasurer)
Vice Mayor Mick Denham, City of Sanibel (Past Chair)

Other Members

Councilman Forrest Banks, City of Fort Myers
Ms. Laura Holquist, Lee County Governor Appointee

Staff

Ms. Liz Donley, Interim Executive Director
Ms. Nichole Gwinnett, Administrative Specialist II
Ms. Nancy Doyle, Administrative Services Coordinator
Mr. Don Scott, Lee County MPO Director
Attorney Beverly Grady, Roetzel & Andress

Item #1 - Call To Order

Chair Turner called the meeting to order at 1:01 p.m.

Item #2 – Executive Director Interview Process Discussion

Commissioner Turner gave an update on the Executive Director Search process. He explained that the Executive Director Search Committee and Executive Committee had narrowed the candidates down to five candidates. The Committees decided to hold a social event on the night of December 8th and the final interviews on December 9th.

Ms. Doyle of staff confirmed that all five candidates have accepted the dates and she will move forward with setting the interview times.

Commissioner Turner suggested the following options for the Committee's review:

Option #1 - Have a certain number of questions for the candidates by the Executive Committee members to answer on the day of the interviews; with follow-up questions being allowed by Executive Committee members. Follow-up questions must be pertinent to the original question.

Option #2 – Have a set number of questions for the candidates and send the questions to the candidates in advance; however, the Executive Committee members will ask only a certain number of predetermined/selected questions. Follow-up questions will be allowed to be asked by Executive Committee members; follow-up questions must be pertinent to the original question.

Option #3 – Have multiple questions, with a predetermined questions to be asked of the candidates. Follow-up questions will be restricted to that Committee member that asked the original question and must be pertinent to the original question.

Commissioner Tom Jones stated that he selects Option #2. It has been his experience that giving the questions to the candidates prior to the interviews is very helpful. It doesn't mean that the candidates will be able to answer every question, because they will have no idea which question(s) will be asked. He then suggested asking the entire Council membership to submit questions and give them the opportunity to submit those questions and let them be filtered through staff in order to make sure that there is no duplication. He also believes that the Executive Committee should be the ones asking the questions.

Mr. Mulhere stated that he also selects Option #2 and agrees with Commissioner Jones' statement. He also said that by providing the questions in advance, you still get the question answered of which candidate is doing their homework. In fact, you get it answered better because you will get to see which of the candidates are most prepared.

Vice Mayor Denham stated that he selects Option #2 and agrees with Commissioner Jones' statement.

Commissioner Turner asked Ms. Holquist for her input since she has been very involved in the process.

Ms. Holquist stated that she would also select Option #2.

Councilwoman Heitmann stated that she selects Option #2.

Commissioner Turner addressed Councilwoman Heitmann that he had stated within the three different options that only the Executive Committee will be asking the questions to the candidates. During the process she has shown a fair amount of reservation about the Executive Committee making the final decision on the basis of the entire Council. She has also expressed concern that she would like to have the candidates go before the entire Council to have them see how the entire process unfolds. He then explained that he has stated that he is not in favor of that process. One thing that he is in favor of and would like to receive the Committee's input on the issue is that we add Ms. Laura Holquist, Chair of the Regional Visioning Committee and Mr. Mike Grant, Chair of the Executive Director Search Committee to the process; because he feels that they are two individuals who have a solid understanding of the Council and the processes of what we have gone through in order to move this organization forward. He feels that they have a good understanding of what the Council needs to look like moving forward.

Commissioner Turner asked for the Committee's input on having a seven person panel on conducting the interviews.

Vice Mayor Denham stated that he agrees with adding both Ms. Holquist and Mr. Grant to the final selection process.

Councilwoman Heitmann stated that she agrees with adding both Ms. Holquist and Mr. Grant; however, she feels that the Executive Committee is setting them up for distrust in the process if you are going to change it to include members from the Executive Director Search Committee and leave the other members of the Executive Director Search Committee out. She feels that the Executive Committee would be walking a fine line and would rather see none then some. She explained that she is very concerned about perception and we need to maintain our credibility.

Mr. Mulhere stated that he agrees with adding both Ms. Holquist and Mr. Grant to the final selection process.

Commissioner Tom Jones stated that he agrees with adding both Ms. Holquist and Mr. Grant to the final selection process. He understands Councilwoman Heitmann's concerns and he also feels that Councilwoman Simons will also have an objection to it. He feels that all of the members should be added to the selection process.

Councilman Banks stated that he is concerned that Hendry County is the only county represented on the Executive Committee. The counties are the bill payers for the Council.

Commissioner Turner explained that Sarasota County was on the Executive Committee, but their representative resigned, we can't control what the members do.

Ms. Donley explained that both the City of North Port and the City of Sanibel are municipalities that pay local assessments to the Council and whose representatives are on the Council's Executive Committee.

Vice Mayor Denham suggested that we make sure that there is a representative from each of the counties.

Mr. Mulhere suggested inviting the elected representative from the counties and/or cities who are members of the Council to agree to attend.

Vice Mayor Denham stated that he would support Councilwoman Heitmann's suggestion to include the Executive Director Search Committee in the process.

Commissioner Turner stated that he would only be receptive to having the Executive Director Search Committee sit through the entire final interview process, but the Executive Committee will be the only ones that will be allowed to ask the questions, including the follow-up questions.

Vice Mayor Denham said that he agrees, but when it comes down to the vote of the final candidate he feels that the Executive Director Search Committee should be involved.

> **Commissioner Tom Jones moved and Mr. Mulhere seconded to select Option #2 – Have a set number of questions for the candidates and send the questions to the candidates in advance;**

however, the Executive Committee members will ask only a certain number of predetermined/selected questions. Follow-up questions will be allowed to be asked by Executive Committee members; follow-up questions must be pertinent to the original question. The motion carried unanimously.

Commissioner Turner stated that the second part is having the Executive Committee only and having the Executive Committee asking the questions; or having both the Executive Committee and the Executive Director Search Committee. He feels that it needs to come from the Executive Committee and the Executive Committee only. The Executive Director Search Committee can sit in on the interview process - - since it is a public process everyone is welcome to sit in on the process.

Commissioner Jones agreed with Commissioner Turner that the Executive Committee should conduct the process. He indicated that there are ways to get messages to an Executive Committee member during the interview process if someone feels that a follow-up question should be asked to a specific candidate. The process is not precluded from people having any input; we just need to have some type of order during the process.

Commissioner Turner asked Ms. Doyle if she feels that the process being proposed is manageable. From an HR standpoint do you feel that the Committee is going in the right direction? Ms. Doyle replied yes.

Commissioner Turner explained to Councilwoman Heitmann that the process has been opened up to the entire Executive Director Search Committee. He then asked her if she sees any red flags in the process that she wouldn't be able to support. Councilwoman Heitmann stated that she agrees with Commissioner Jones that there needs to be control of the process; however, she does have concern that the Executive Director Search Committee can't ask follow-up questions.

Commissioner Turner stated that he feels that it will become an unmanageable process if we allow everyone to have open dialog during the process. Councilwoman Heitmann stated that she feels that the change that has been made with including the Executive Director Search Committee is a step forward.

Mr. Mulhere asked if the Executive Committee will be making the final selection of who it recommends to the full Council. Commissioner Turner replied yes.

Ms. Holquist explained that at one of the Executive Director Search Committee meetings, it was discussed that they realized the Skype interviews were not going to give everything that was needed and so it was decided at that time that the Executive Director Search Committee would then be able to interview the candidates in person and not just the Executive Committee. Then instead of recommending three candidates to move to the next step the Executive Director Search Committee moved five candidates to the next step. She then asked Commissioner Turner if he was suggesting that the Executive Director Search Committee not be involved in the final interviews and not be able to ask any follow-up questions or the selection. Commissioner Turner replied that is what needs to be determined at this time, but as he understands it at this time the answer is yes. The Executive Director Search Committee will be present during the interview process, but they will not have a final number to be registered in the vote and will not be able to ask any follow-up questions. Ms. Holquist stated that she feels that it is a problem.

Commissioner Jones stated that he has no problem with the entire Executive Director Search Committee having a vote on the candidates. He feels that the Executive Committee will receive input from individuals that have been involved in the process from the beginning and he feels that their input is essential.

Vice Mayor Denham stated that he agrees with Commissioner Jones.

Councilwoman Heitmann stated that she supports what Commissioner Jones stated.

Mr. Mulhere stated that he also agrees with Commissioner Jones.

Commissioner Turner stated that the Executive Committee will conduct the process of the final interviews - - asking the questions and follow-up questions - - the Executive Director Search Committee will be in attendance. When the Executive Committee has concluded the interviews, both the Executive Committee and Executive Director Search Committee will make the final candidate selection.

> **Vice Mayor Denham moved and Commissioner Tom Jones seconded to approve the following process for the final interview process:**
>
> **Option #2 – Have a set number of questions for the candidates and send the questions to the candidates in advance; however, the Executive Committee members will ask only a certain number of predetermined/selected questions. Follow-up questions will be allowed to be asked by Executive Committee members; follow-up questions must be pertinent to the original question.**
>
> **Both the Executive Committee and Executive Director Search Committee will make the final decision of who will be the new Executive Director the SWFRPC and the manner of how the candidates are ranked is decided.**
>
> **Motion carried unanimously.**

Commissioner Turner stated that the next issue that needs to be addressed for the process is how many questions and when. He said that he is in favor of no more than 12 questions being sent to the candidates and suggested that the entire Council has until Monday, November 14th to send staff their questions.

Commissioner Tom Jones said that he supports each one of the Executive Committee members having three questions. He then asked how long the interview sessions going to last and will the candidates be allowed to have an opening or closing statement during that time.

Vice Mayor Denham stated that he feels that the interviews should be set for 1 to 1 1/4 hours with a closing statement included.

Councilwoman Heitmann stated she feels that the interviews should be set for 1 to 1 1/4 hours with a closing statement included.

Mr. Mulhere stated that he feels that the interviews should be set for 1 to 1 1/4 hours with a closing statement included.

Ms. Holquist stated that she feels that the interviews should be set for 1 to 1 ½ hours.

Commissioner Turner explained that the candidates will be arriving during the day on December 8th and the social is scheduled for that evening. He explained that the entire Council will be invited. The location is to be determined.

Commissioner Jones proposed that for the social event that staff reserve a block of hotel rooms at the same location and also have a meeting room available at the same location. He suggested having the social event centrally located in Fort Myers.

Vice Mayor Denham suggested having drinks and hors d'oeuvres.

Ms. Donley asked the Committee if they wanted to have staff present at the social. Commissioner Jones replied absolutely, there needs to be staff present.

Commissioner Jones explained that the interviews will not be held at the hotel, the interviews are to be held at the Council's offices.

Commissioner Turner suggested that if a candidate finishes his/her interview early, then the next candidate will start earlier than his/her scheduled time. The candidates will be notified prior.

Commissioner Turner clarified that the final selection of the candidate will be made on Friday, December 9th.

Councilwoman Heitmann asked what time is the first interview on December 9th. Commissioner Turner replied that it would be either 8 or 9 a.m. Councilwoman Heitmann asked when would be the last interview. Commissioner Turner stated that the worst case scenario, we should be done by 4:30 p.m.

Councilwoman Heitmann stated that the process should be expedited when it needs to be expedited. She is not advocating that we wait like we did on Friday and Saturday. This is no insult to anybody else, but that is why she was concerned about people being part of the process. She feels that beginning the interviews at 8:00 a.m. and concluding at 4:30 p.m. and then having an hour of discussion would be more than sufficient. She then suggested that after taking the vote on the final candidate that the Executive Committee get together to make sure that they are moving forward with the process. She then explained that she is concerned that the Executive Committee has not looked at the Executive Director's job description. She feels that it needs to be done prior to the next meeting on December 9th, so that we are accurate on what we expect and we are not making it up as we go.

Commissioner Turner stated that he agrees and also that another Executive Committee meeting needs to be scheduled and it needs to be time certain. Ms. Donley explained that the earliest that the Executive Committee could hold a meeting would be Monday, November 28th.

Councilwoman Heitmann stated that she feels that the candidate should be hosted by a Council member. She also stated that she didn't want staff involved with hosting the candidates.

Commissioner Turner explained that three out the five candidates will probably be driving to Fort Myers, but it will be the candidate's responsibility to get from the airport to the hotel and the hotel to the Council's offices. The first time that a candidate will meet a Council member or staff member will be at the social event on December 8th and then we go into recruiting mode, but we do not influence prior to the December 8th Social Event.

Commissioner Turner asked the Committee on how they would like to choose the candidate. By consensus or use a voting process. He asked the members to visit with staff one-on-one and anyone that they feel is competent in HR and hiring decisions. He feels that this issue has been behind every hold up with regards to narrowing the process down. He also noted that he was upset that the Executive Director Search Committee didn't do what Commissioner Tom Jones had suggested which was vote and then remove the candidate which received the lowest votes and then vote again and keep repeating the process.

Commissioner Tom Jones explained that if you don't vote and remove candidates as you go along, then you will not end up with a unanimous selection. The goal is to end up with a unanimous selection.

Commissioner Turner stated that he believes that all of us have the same reasons of why we arrived at bringing in the five candidates. It was all because we had holes in the process.

Mr. Mulhere stated that at the next Executive Committee meeting, tentatively set for November 28th, the item for discussion will be how to set the interview process for December 9th in order to take the candidates from five to the finalist. Commissioner Turner replied yes, or from five to two.

Commissioner Jones stated that after the Executive Committee and Executive Director Search Committee has selected a candidate; we then need to negotiate with that candidate. He suggested that we allow legal counsel and SWFRPC Chair to negotiate the new Executive Director's contract. He also asked if the negotiations can be conducted in confidence.

> **Mr. Mulhere moved and Commissioner Jones seconded to allow the Council's Legal Counsel and SWFRPC Chair negotiates the contract for the new Executive Director. The motion carried with Councilwoman Heitmann opposed.**

Ms. Holquist noted that the job description has not been reviewed since the new direction and strategy presentation has been made. She then suggested that the Regional Visioning Committee review the Executive Director's job description before the next meeting of Executive Committee so they can make any recommended changes to the job description. Commissioner Turner stated would be very helpful.

Vice Mayor Denham stated that he would also like to see the job description before the next meeting.

<u>Item #3 – Lee County MPO Discussion</u>

Ms. Donley explained that the Lee County MPO plans on staying within the Council until March 16, 2012. She then noted that staff held a meeting to discuss immediate cost cutting options. Staff is proposing and would like approval from the Executive Committee, in order to save infrastructure costs, all staff will take annual leave on Wednesday, November 23rd. So the offices of the Council will be shut down over the Thanksgiving Holiday beginning Tuesday, November 22nd at 5:00 p.m. and will reopen on Monday, November 28th at 8:00 a.m. Then in December, the Council's traditional holiday days would be

December 23rd and December 26th, due to when the Christmas holidays fall this year and also January 2nd. Staff is proposing to close down the building beginning Thursday, December 22nd at 5:00 p.m. and reopen on Tuesday, January 3rd at 8:00 a.m. Then the week of December 26th through the 30th, staff will take two furlough days and two leave days, which will save the Council a minimum of $11,000 to take the two furlough days. Staff feels that by shutting down the building on December 22nd at 5:00 p.m. and reopening on January 3rd, there will also be a savings of infrastructure costs. Staff will not be allowed in the building during those days, computers will be shut down completely, electricity will be turned off, etc.

Councilwoman Heitmann stated that she would be in support of staff's proposal, the only concern that she has is from an administrative point of view that the Council is not in the middle of an issue which needs to be addressed by email such as grants, follow-ups, etc.

Vice Mayor Denham stated that he is in full support of staff's proposal.

Mr. Mulhere stated that he supports staff's proposal.

Commissioner Jones stated that he supports staff's proposal, his only concern would be that the Council wouldn't be abrogating any employee's rights. Ms. Donley stated that staff was in agreement.

Commissioner Turner asked Ms. Donley what is the dollar amount that the Council will be saving versus not shutting down the building. He directed Ms. Donley to send that information to the Executive Committee.

Mr. Don Scott, Director of the Lee County MPO asked the Executive Committee members since it wouldn't affect the Council's budget, can the MPO staff take leave instead of the two furlough days. Ms. Donley clarified that the MPO staff are actually RPC staff, with the exception of Mr. Scott. But with regard to the three MPO staff who are RPC staff members, her recommendation is furlough.

Vice Mayor Denham agreed with Ms. Donley's recommendation.

Ms. Donley stated that all of the Charlotte Harbor National Estuary Program (CHNEP) staff will be taking furlough days.

Commissioner Turner requested a motion from the Committee in regards to staff's proposal.

> **Vice Mayor Denham moved and Mr. Mulhere seconded to implement staff's proposal. Take annual leave on Wednesday, November 23rd, so the Council's offices will be closed for the Thanksgiving Holiday beginning Tuesday, November 22nd at 5:00 p.m. to Monday, November 28th at 8:00 a.m. Also, the Council's Offices will close down beginning Thursday, December 22nd at 5:00 p.m. and reopen on Tuesday, January 3rd at 8:00 a.m. Then the week of December 26th through the 30th staff will take two furlough days and two leave days.**

Councilwoman Heitmann asked about the question that Commissioner Jones posed. Ms. Donley explained that it was regarding abrogation of staff's rights.

Commissioner Turner explained that Ms. Donley will research that issue and if she comes back to the Committee/Council and says that it can't be done then it won't be, but we need to let staff know that they have our support to implement the proposal if it found to be legal.

Ms. Donley explained that she had made a commitment to both staff and the Council that should additional cuts have to be made to the budget, furloughs were one of the items that were mentioned and that we would let staff know as soon as possible so that they could plan for it. This is why it is being brought to the Committee today.

Motion carried unanimously.

Commissioner Jones asked if that is the only recommendation on the issue of the MPO. Ms. Donley explained that the MPO's Executive Committee met and the decision was between staying at the Council at $11.99 square foot and moving to the City of Cape Coral at $4.00 square foot. Commissioner Jones stated that he understands that the MPO had chosen to move out of the Council to the City of Cape Coral. He wants to know when the issue is going to be addressed of when the staff of the MPO is no longer going to be staff of the RPC. He is concerned that their staff, which is being shared, is also going to furlough, so at what point is the MPO going to take their staff and separate them from the other RPC staff. Ms. Donley explained the MPO is getting ready to hire an auditor to start the separation of finances and in regards to the separation of staff from the RPC who services the MPO (resignations, etc.); those discussions have not occurred at this time.

Commissioner Jones stated that at some point the Council will have to give those employees who service the MPO notice. Ms. Donley replied yes. Commissioner Jones stated those are the issues which he is concerned about and was hoping to address today. Ms. Donley explained that the MPO basically doesn't have any employees that are their own.

Mr. Mulhere stated that the Council needs to think of other strategies to fill the empty office which will be vacant after the MPO leaves. Ms. Donley explained that there was a brief discussion on that issue at the Budget and Finance Committee meeting this morning.

Mr. Scott explained that there have been discussions with the City of Cape Coral and the MPO members on how the MPO staff will be independent employees of something, but attached to somebody. He noted that his discussion with Ms. Donley was that the MPO plans on paying their money through to March 16th.

Commissioner Turner stated to Ms. Donley that it is pertinent that when the MPO essentially leaves and the employees are no longer employees of the Council, what the cost savings versus the loss of revenues from rentals would be. Ms. Donley explained that there are services that the Council can continue to provide to the MPO.

<u>Item #4 – FRCA Membership</u>

Commissioner Turner stated that he feels that Council should stay involved with FRCA.

Vice Mayor Denham stated that he doesn't feel that the Council should stay with FRCA due to the state of the Council's finances. He feels that there should be a dramatic reduction in the FRCA dues or not pay at all.

Councilwoman Heitmann stated that she doesn't feel that a decision shouldn't be made until the new Executive Director is on board and the Council's new vision process started. She recommended that the Council remain a member of FRCA for at least another year with some guidelines of reporting and understanding to the Council of what the benefits are on a regular basis. Her concern is if the Council withdraws at this point that there has been a financial benefit and also a lobbying benefit in the past. She feels that the Council is in unknown territory and she would hate to withdraw at this point in time.

Councilwoman Heitmann moved and Mr. Mulhere seconded to recommend that the Council remain a member of FRCA for the Year of 2012 with set specific guidelines of reporting and understanding to the Council of what the benefits are on a regular basis.

Commissioner Jones asked if the Executive Committee has the authority to make this decision. He noted that at the last Council meeting there were members who had questions about the increase in dues, and he is concerned that when the Executive Committee had this discussion the first time that the Committee didn't exceed its authority by stating that they weren't going to renew the FRCA membership. So now he has the same concern by having the Committee state that they are going to renew the FRCA membership. He asked if the motion means that the Council will not have any input to the Committee's motion or is it a recommendation to the Council.

Commissioner Turner stated that it is his understanding that the motion is that the Executive Committee is making a recommendation to the Council.

Vice Mayor Denham made a friendly amendment to the motion which was not to carry the additional costs/dues imposed this year.

Mr. Mulhere explained that he had a conversation with the Executive Director of FRCA, who stated that they would not accept that proposal. It is either you pay the current dues or not. He feels that it is good to be a member for one more year.

Commissioner Turner stated that the return on investment is very good and he feels that the Council would be doing itself a disservice if it removed itself from FRCA at this time.

Vice Mayor Denham stated that this process is causing a lot of people significant heartache. We are also causing financial pain to a lot of people in our organization that we care about and here we are with an external organization that has not provided adequate service in the past and we are going to go along with them and allow them to increase our fees.

Ms. Holquist explained to Vice Mayor Denham the financial benefit which the Council has received from FRCA, such as the Broadband grant for $100,000 for 2011. She noted that within the current budget $170,000 is coming from FRCA.

Ms. Donley explained that the dues for FRCA were already embedded in the FY2012 Budget.

The motion carried with Vice Mayor Denham opposed.

<u>Item #5 – Mr. Jason Utley's Request</u>

Ms. Donley gave a background overview.

Vice Mayor Denham stated that he feels that it would cost the Council more than $12,000 to settle the issue, so he personally feels that the Council should pay the $12,000. He feels that the Council will expend that amount of money and more in staff time and legal costs to go fight the issue.

Commissioner Turner introduced Attorney Beverly Grady of Roetzel & Andress, representing Mr. Jason Utley.

Mr. Mulhere stated that he agrees with Vice Mayor Denham, but with the elimination of the Mr. Utley's probationary period. He also suggested that if there is an agreement among the Committee to pay Mr. Utley his request that Mr. Utley also agree to no litigation. No lawsuits associated with this issue.

Commissioner Jones asked if there is a current lawsuit associated with this issue and is there a grievance filed by Mr. Utley. Commissioner Turner replied that there is no grievance and no lawsuit at this time.

Commissioner Jones asked if the Council has followed the same procedure(s) as with any other employee(s). Commissioner Turner replied yes.

Councilwoman Heitmann stated that she is going to refrain from making any comments at this time.

Commissioner Turner explained that if this request is granted, then from this point forward we would allow any employee of the Council, regardless whether they have a contract or not, that states the fine print of that they want to get paid upon termination or whatever occurs. There are contract employees that you sit down and go through the finite details of their contract and in those contracts, if those employees have those basis covered then that is what occurs. With Mr. Utley's request, as Chair of the Council, it is his opinion that we paint the new Executive Director, the Interim Executive Director and any other person associated with this organization that is in a management position into a very bad corner for future years to come, because they are going to have to deal with this decision and how it sets a precedent, which he doesn't want to set. He said that he is not in favor of the request.

Mr. Mulhere stated that he would like to hear from Attorney Beverly Grady.

Commissioner Turner stated that he gets very uncomfortable when he hears from someone's legal representative because it becomes legal action that is being taken. If we have a lawsuit and/or a grievance that has been filed, then we need to see that and our legal counsel needs to respond to that.

Councilwoman Heitmann suggested that the Council retain legal counsel to deal with this issue.

Commissioner Jones stated that usually before any motions are made there is discussion and public comment. He then suggested that the Committee follow that procedure before any motions are made. He then asked if any public comments cards have been filled out.

Vice Mayor Denham stated that he feels that this type of discussion should be done in a "shade" session and should not be done in a public forum. He said that he feels very uncomfortable having legal representatives sitting in the audience when this issue is being discussed. This should have been done in a "shade" session first. Commissioner Turner stated to Vice Mayor Denham that he agrees if it had

already gone to litigation or if a lawsuit had been filed. The fact is that essentially no legal action has been taken, so it is just discussion at this point.

Mr. Mulhere explained that there has been some "posturing" and some "implied" legal action, but there is no pending legal action.

Attorney Beverly Grady of Roetzel & Andress , representing Mr. Jason Utley, referred to the letter dated October 6th, which was distributed at the October 6th Budget and Finance Committee Meeting.

Both Commissioner Tom Jones and Mr. Mulhere asked if it was the same letter as what they received from Mr. Utley dated today. Attorney Grady stated that it is a different letter. She is referring to the letter which was reviewed at the Budget and Finance Committee which they referred the issue to Executive Committee.

Attorney Grady stated that it was her understanding that the process was that it went before the Executive Committee first and they referred it to the Budget and Finance Committee, who then referred it back to the Executive Committee. Commission Turner replied that is correct. Attorney Grady explained that she wanted to see how the process was going to unfold.

Commissioner Turner explained to Attorney Grady that he has strong reservations discussing this issue with her because he doesn't feel comfortable in doing so. He also feels that he needs to refer to the Council's Legal Counsel, who is also the Council's Interim Executive Director, to ask for her opinion. But for the record his recommendation is "no."

Ms. Donley explained that there is no history of the Council granting severance pay to at will employees. An action of severance pay would set a precedent going forward. The Council is in a period of budget crunch and there is no pending litigation. It is only a request to the Council, which has gone through the committees and the Executive Committee can make its recommendation either to grant this request or not. The ultimate request is to reinstate Mr. Utley, which is stated in the letter. Should the Council decide to continue to follow its policies as it has in the past, which is not to grant severance, then that is the decision of the Executive Committee and you can see what develops next. Should a suit be filed, then the Council could go into mediation and make some sort of settlement, should it get to that point. But we are not at that step because no decision has been made as whether or not the Council is going to agree with the request that has been made, either reinstate Mr. Utley or pay him severance.

Attorney Grady said that another alternative is to discuss settlement at this point.

> **Mr. Mulhere moved to recommend to the Council to tender $12,000 severance to Mr. Jason Utley with the condition that Mr. Jason Utley agrees in writing that there will be no litigation related to this situation.**

Commissioner Turner stated that the motion dies due to the lack of a second.

Ms. Holquist explained that if there is any severance there is always a release that goes with that severance, which includes no litigation. This issue has to do with looking at the Council's procedure. If you grant Mr. Utley's request and pay him severance, then you will set a policy of paying out severance. This is a policy decision of paying out severance.

Commissioner Turner explained that there needs to be a motion made on this issue.

Commissioner Jones stated that after receiving the answers to his questions and hearing what Ms. Holquist just said about setting a policy, there is only one thing to do and that is to deny Mr. Utley's request.

Commissioner Jones moved to recommend to the Council to deny Mr. Jason Utley's request.

Commissioner Turner stated that the motion dies due to the lack of a second.

Mr. Mulhere moved and Vice Mayor Denham seconded recommend to the Council to tender $12,000 severance to Mr. Jason Utley with the condition that Mr. Jason Utley agrees to sign a release.

Commissioner Jones stated that he will not support the motion because it sets precedence.

Councilwoman Heitmann stated that she does not feel comfortable in making a decision today.

Commissioner Turner stated that he will not support the motion.

The motion failed with a vote 2-3.

Commissioner Tom Jones moved and Councilwoman Heitmann seconded to deny Mr. Utley's request in its entirety, both the severance request and reinstatement of employment. The motion carried unanimously.

Item #6 - Adjournment

Ms. Donley announced that the next meeting will be advertised in the Florida Administrative Weekly for Monday, November 28th at 9:00 a.m.

Commissioner Jones requested that for future agendas that there is an item titled "Other Business". He noted that he has been given notice that the City of Sarasota would like to join the Council and the reason for him bringing up the issue is that it is going before the City Commission on November 9th, which means that this will occur before the Council's next meeting. He asked if there has been a request from the Council and has it been added to the agenda for the Council.

Ms. Donley explained that she has not received a formal request from the City of Sarasota to come back to the Council. It is her understanding that the meeting on November 9th is a workshop for discussion purposes and that Sarasota County had initiated the discussions and has invited the Council, City of Sarasota, City of North Port, City of Venice and Town of Longboat Key to discuss the same issues as with the City of Cape Coral.

Commissioner Jones asked if this issue will be placed on the Council's November 16th agenda. Ms. Donley replied that she feels that it depends on what happens with the discussions with Sarasota County, because it could be that Sarasota County opts for the same process that is being used by Hendry and Collier Counties where it is paying its assessment and its municipalities are having seats at the table based on the county paying the full assessment. The practice was that there was three seats which two

go to the county and one went to the municipalities and the municipalities were supposed to decide amongst themselves how that seat was to get assigned. Then there was a process in 1988 where cities were allowed to buy a permanent seat on the Council; however, our rules do not reflect that process. The rules that were amended to take care of that process do not properly reflect the process.

Commissioner Jones thanked Ms. Donley for the information and stated that they are discussing membership on the Council in a manner that is not congruent with the Council's by-laws or the statutes which can be a concern. Ms. Donley stated that she would be happy to add it to the November 16th Council agenda as an update.

Mr. Mulhere stated that we need to look at the Council's Interlocal Agreement to see if any changes need to be made. Ms. Donley stated that the rules also need to be examined which implement the Interlocal Agreement and the statute.

The meeting was adjourned at 2:50 p.m.

DRAFT

_____Agenda
_____Item

3

Executive Director Job Description

3

Southwest Florida Regional Planning Council
Executive Director Position

Principal Function:

The director is responsible for the executive management of the Southwest Florida Regional Planning Council including execution of the Council-approved work program and management of staff. Work is performed with independence, subject to Council policies and professional standards, in accordance with broad directives from the Council.

Performance is evaluated through review of program development and fiscal results and by observation of the success and community acceptance of the Council's programs.

Knowledge:

Extensive knowledge of the economic, social, political and physical forces influencing growth and development and the role of regional planning in helping to organize these forces to achieve sustainable futures.

Extensive knowledge of the organization and operation of local government and supporting regional, state and federal agencies, and the administrative, political and legislative relationships which exist between them. Understanding of private sector, educational, and not-for-profit organizations and their role in accomplishing sustainable strategies.

Extensive knowledge of the principles and practices of administrative management and public administration including budgeting, financial accounting, grant writing, and grant management.

Understanding of land planning and development principals and practices, environmental planning, economic development, comprehensive strategic planning, and regional visioning.

Skills:

Ability to establish and maintain trusting and effective working relationships with members of the Council and all Council stakeholders including government officials and staffs at all levels, government agency personnel, and those representing private enterprise, educational institutions, other non-government organizations, and the public.

Possess strong leadership consensus building, and collaboration skills with the ability to persuade and motivate others and bring competing stakeholders together to develop common ground in accomplishing the Council's mission.

Possess excellent communications capabilities both oral and written with strengths in public speaking, moderating audiences, and expressing ideas clearly, concisely, and convincingly.

Possess strong management skills and have the ability to create a team-oriented environment that emphasizes cooperation, accountability, and responsiveness.

Duties:

Develops a work plan, for Council approval, to accomplish the mission and vision of the Council, including long-range goals and objectives, short-term action steps, and objective performance monitoring criteria, which would be in addition to but consistent with the Strategic Regional Policy Plan (SRPP). Work plan elements would include but not be limited to economic development, environmental planning, land use planning, and regional strategic planning, along with other required SRPP elements.

Leads implementation of the approved work plan through planning, organizing and directing the operations of staff and collaborating and coordinating with outside stakeholders.

Manages council finances through identifying, securing, and maintaining funding sources (including grant writing and grant program management) and exercising prudent cost control. Oversees budget development and implementation and financial reporting.

Actively communicates Council mission, goals, objectives, action plans, and performance results to all stakeholders through a strong personal presence in the community with frequent presentations to government and community organizations, attendance at regional events, and face-to-face meetings.

With Council chair, develops Council meeting agendas, which include effective communication of work plan activities and progress.

Directs and provides technical assistance to local governments and agencies seeking aid.

Administers a fair and impartial personnel policy based on ability and merit.

Represents the Council with the Florida Regional Councils Association and other organizations as directed.

_____Agenda
_____Item

4

Executive Director Interview
Process Final Preparations

4

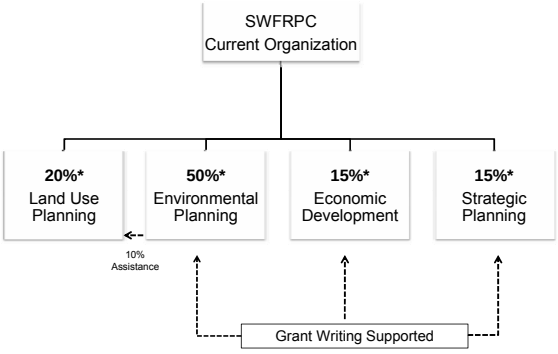
SWFRPC FUTURE DIRECTION

BACKGROUND (CONTINUED)

- The committee began by identifying regional needs and then created subcommittees to investigate:
  - Economic Development
  - Environmental Planning
  - Regional Strategic Planning
  - Current Organization Review
- Following are the findings, conclusions, and recommendations

BACKGROUND

- At the July 2011 SWFRPC Meeting, a committee was established to consider the current and future direction of the Council
- The committee was asked to answer the following questions:
  - What does the Council need to do differently to make the organization more effective?
  - What should be the principle functions of the organization and how do they relate to the mission?
  - What are the Council's key competencies that need to be promoted to its customers?



* Reflects percentage of current resources expended on function

SWFRPC MISSION STATEMENT

"To work together across neighboring communities to consistently protect and preserve the unique character of the region's environment, strengthen its economy, and improve its social world for the benefit of future generations."

LAND USE PLANNING

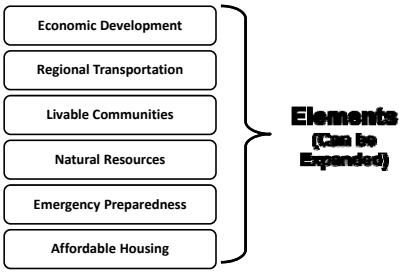
- Includes:
  - Development of Regional Impact (DRI) Reviews
  - Comprehensive Land Use Plan Reviews
  - Limited Technical Assistance
- DRI Reviews are user funded, Comp Plan Reviews had been State funded until recently
- Findings were that the SWFRPC should:
  - Consider expanding fee-based technical assistance to cities and counties
  - Explore region's support for continued DRI and Comp Plan reviews by the RPC if State mandates are eliminated

ENVIRONMENTAL PLANNING

- Includes:
  - Management of the National Estuary Program
  - Several on-going Grant Funded Projects
  - Land Use Reviews and other Fee-based Assistance
  - Technical Assistance and Community Outreach
- 80% Funded by Grants or Users
- SWFRPC enjoys excellent reputation in this area, considered a leader in the region
- Important regional competency that needs to be maintained and supported through focus on grant writing efforts and better communication to stakeholders

Strategic Regional Policy Plan

- State mandate, began in 1975
- Follows sustainability principals, requires collaborative process, ensuring stakeholder input and involvement
- Used in Comp Plan, DRI, and other reviews



ECONOMIC DEVELOPMENT

- Consensus of Regional Stakeholders was that the SWFRPC's role for ED should be to:
  - Maintain the Federal Economic Development District
  - Create the Federal Comprehensive Economic Development Strategy Plan (CEDS)
  - Provide Cities and Counties with:
    - Project identification support
    - Technical assistance in grant writing
    - Partnering opportunities
  - Act as Data Collector and Information Clearing House
  - Support a Regional ED Entity but do not Lead or House

Collaboration/Broadband Project

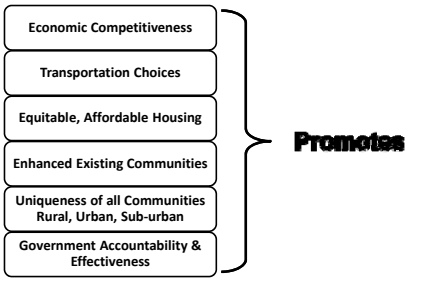
- $388,000 – two year grant, awarded
- Purpose: to generate template for how to create a community collaboration effort to be used as a tool kit item for projects that require broad community input

STRATEGIC PLANNING

- Activities Include:
  - Strategic Regional Policy Plan
  - Collaboration/Broadband Grant Project
  - Federal HUD Sustainable Communities Grant
  - Potential Six Pillars Regional Planning Platform

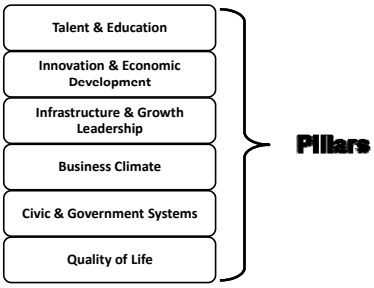
Sustainable Communities Grant

- HUD Grant to Develop Regional Plan for Sustainable Development through Intense Community Collaboration
- Nearly $6 M, 3-year grant, requires capability to perform, application submitted, award pending



Six Pillars Regional Platform

- Promotes stronger economy for the State and within Regions.
- State Platform Established, Expanding into Regions

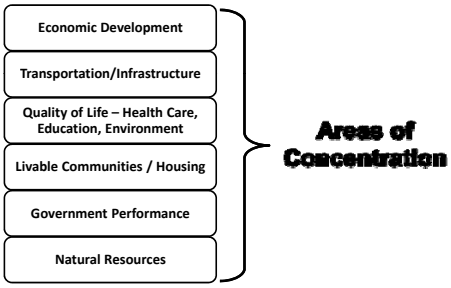


CONCLUSIONS

- Land Use Planning is small part of overall SWFRPC activities but still critical for the Region
- SWFRPC is relied on as a Regional Expert in Environmental Planning which needs to be maintained, supported, and communicated
- The Regional Economic Development Community would like a stronger ED function at the SWFRPC with Leadership in:
  - Economic Development District management
  - Comprehensive Economic Development Strategy Plan (CEDS) creation
  - Data collection / dissemination
  - Technical assistance in identifying projects and grant writing

Common Themes

- All Projects Require Intense Community Involvement to Develop Buy-in for Better Assurance of Successful Implementation.



CONCLUSIONS

- Regional strategic planning is insufficient and lacks stakeholder involvement and buy-in; significantly lagging other regions in State, grant monies are available to expand this function if SWFRPC has the capability to perform
- Communications on SWFRPC functions and role within the region is lacking, strengths are misunderstood. Need better information sharing
- Grant writing is a core competency that needs to be recognized, rewarded and expanded

STRATEGIC PLANNING SUMMARY

- SWFRPC has State Mandate to Create a Long-term Regional Plan based on Stakeholder Collaboration
  - Plan is lacking in widespread stakeholder involvement and buy-in
- Grant in Place to Develop Collaboration Capability within the Region
- Potential for HUD Grant Project to Use Collaboration Tool to Build a Revised and Enhanced Regional Plan
- Access to Six Pillars Platform that Could be Used as a Framework for the Regional Plan

RECOMMENDATIONS

- Increase support for economic development activities to meet regional needs
- Actively promote strategic planning activities:
  - Strengthen strategic planning capabilities
  - Expand community outreach to generate involvement and create buy-in for plans,
  - Continue Collaboration Grant and HUD Sustainable Communities Grant, if awarded, and
  - Consider implementing Florida Chamber Six Pillars platform or similar program in the region as lead or through partnering with other organizations

RECOMMENDATIONS

- Hire an executive director with strong communications, leadership, and collaboration skills, who can readily gain respect and trust within the region at all levels
- Improve communications through:
  - More visibility in community and
  - Changing structure of SWFRPC meetings to better reflect council activities

RECOMMENDATIONS

- Consider expanding fee-based land use technical assistance to cities and counties
- Explore regional support for Land Use reviews, if eliminated at State level
- Continue to support environmental projects related to estuaries, data collection, and outreach