

**SPECIAL MEETING
CITY COMMISSION
CITY OF APALACHICOLA, FLORIDA
TUESDAY, APRIL 28, 2020 - 3:00 PM EST
FRANKLIN COUNTY ANNEX BUILDING
34 FORBES STREET
APALACHICOLA, FL 32320**

**Open Voice# 1-888-585-9008
Conference Room# 364-022-831**

AGENDA

You are welcome to speak or comment on any matter under consideration by the Apalachicola Board of City Commissioners when recognized to do so by the Mayor. Once recognized please state your name for the record and adhere to the five minute time limit for public comment.

- I. Call to Order
- II. Agenda Adoption
- III. New Business – 45 Minute Intervals
 - A. Interview – Elmon Lee Garner
 - B. Interview – Kendall Travis Wade
 - C. Interview – Harold J. Emrich
 - D. Interview – Marvin J. Joss
- IV. Public Comment
- V. Adjournment

The public is invited to speak on any agenda, non-agenda and/or consent agenda topics. Comments should be less than "five" minutes.

Apalachicola
City Manager Interviews
2018

Commissioners please note:

You may ask follow-up questions on items they bring up during the interview but you may not ask personal questions specific to their family/marital status, religion, disabilities or age.

Candidate _____ Board Member _____

Please tell the board about yourself (i.e. what is your relative experience and educational background, and what special skills, training, talents, etc., you would bring to this position). Follow up to ask about local government budget/grant experience, leadership training, computer skills, etc.

Example answer: The candidate should be able to clearly state their qualifications.

- 2. Part of your duties include ensuring proper staffing of City Departments. Please give us an example of a time when demand for services exceeded capacity and how did you handle it? Follow up with something like: Being a tourist economy we often find ourselves in this situation, how do you plan for it long term?**

Example answer: They should be able to provide examples from other cities and either how it was handled or what they learned from it.

- 3. Working for a Commission can have its challenges, how do you balance those demands with those of staff and the public. Are you prepared for a small town atmosphere where everybody knows who you are and the challenges that may pose?**

Example answer: The candidate should focus on the reason we are here

- 4. What do you see as the greatest need for our City and what ideas do you have for solving it?**

Example answer: Should be able to provide some specific examples of problems and ideas on solving.

5. **Explain what leadership is and give some examples of difficult situations where you had to show leadership/decision making. B. Explain what integrity is and give us an example where you might have used it.**

Example answer: Should be able to explain and give good examples of leadership. Should be able to give examples of difficult decisions candidate has made but exemplified good leadership traits. B. Knows integrity is doing what's right regardless of the popular vote.

6. **We all have occasional differences with our supervisors. How do you deal with these differences?**

Example answer: (as paraphrased from Colin Powell):

During the discussion phase, a loyal subordinate will ensure that his/her boss hears every dissenting view and position. Once the decision is made, the subordinate will present and follow the decision as if it as if it were his/her own.

7. **Please explain your definition of 'Team' as it relates to this job?**

Example answer: Should be able to relate that leadership cannot happen in a vacuum and that trust is the most important part of effective teaming. Teaming allows members to have buy-in when important decisions are implemented. Teaming creates unity of command. Creation of a leadership team should be the number one priority when assuming a new command.

8. **Are you willing to relocate? Do you have any responsibilities or commitments that would prevent you from meeting the requirements of the job?**

9. **Are there any questions or comments that you have for the Commission?**

CITY MANAGER CANDIDATE
RANKING SHEET

CANDIDATE NAME

RANK#

Harold J. Emrich

Elmon Lee Garner

Marvin J. Joss

Kendall Travis Wade

EG

ELMON (LEE) GARNER

(850) 567-5004 | E: leekar122@twc.com

122 West Bonita Street, Chattahoochee, FL 32324

PROFESSIONAL

Knowledgeable City Manager successful at promoting city interests, improving operations and maximizing the effectiveness of different departments in small cities. Well-versed in current trends, strategies and technological options. Looking for a position focused on making a clear and lasting impact on operations. Efficiency-driven city leader skilled at leading departments, improving transparency in government and building positive relationships with government agencies, community organizations and members of the public. Exceptional planning, program management and team development skills gained during 34-year career supporting cities with up to 10,000 residents. Accomplished in reducing costs, streamlining processes and increasing efficiency across city departments. Solid understanding of municipal operations with demonstrated success in leading useful improvements to operations, outreach and cost controls. Politically astute government administrator offers successful record in budget and personnel management. Accomplished City Manager experienced in managing budgets up to \$28 million and overseeing organizations of more than 132 employees. Efficiently manages urban municipalities undergoing rapid growth, development and expansion. A team player.

SKILLS

Regulatory compliance

Interpersonal skills

Department oversight

Critical thinking skills

Data collection/organization

Project coordination

Land use understanding

Public speaking ability

• Strategic planning

• Labor relations

• Budget preparation

• Administration strength

• Hiring and terminations

• Environmental management

• Municipal management trends

• Meeting leadership

• Relationship building

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• INTERIM CITY MANAGER

07/2019 to 11/2019

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• City of Palatka, Palatka, Florida

Interim City Manager for city of over 10,000 population with 232 employees, and a combined budget of over \$28 million. As Interim City Manager responsible for daily operations of all aspects of the city operation while nationwide search was on-going for a permanent City Manager. Assisted with preparation and approval of the current fiscal year budget and successfully negotiated a three (3) year Fire Services Union Agreement.

WORK HISTORY

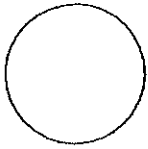
CITY MANAGER

City of Chattahoochee | Chattahoochee, Florida

06/1997 to 09/2018

Fostered a climate of collaboration between the general public, the city manager and members of city council through carrying our policies and procedures.

Managed up to fifty-two (52) full and part-time employees.



Adhered to applicable local, state and federal regulations governing land

- use and growth.
- Pursued learning opportunities and maintained a current understanding of trends and technological advances in municipal management.
- Worked alongside stakeholders to evaluate projects and determine feasibility of implementation.
- Kept municipal operations in compliance with all city ordinances, state requirements and federal laws.
- Maintained department productivity and standards through proactive management of teams and policies.
- Represented the city and its interests with community organizations, government agencies and members of the public.
- Researched issues, wrote reports and presented findings to city council.
- Prepared plans for land use, area development, and urban revitalization.
- Monitored and supported bidding and proposal process.
- Evaluated development plans against city regulations and available data.
- Appointed and managed department heads to maintain smooth operations between different functional areas.
- Increased recreational program offerings for community members of all ages.
- Responded to citizens' complaints and requests for information and services.
- Researched and updated City of Chattahoochee land use ordinances.
- Coordinated funding for ongoing community programs including Chattahoochee Main Street, Inc.; Boys and Girls Club programs; Senior Citizen Activities to include Meals on Wheels.
- Secured over \$8,000,000 in grant money for COMMUNITY DEVELOPMENT BLOCK GRANTS, (Housing and Infrastructure); FLORIDA RECREATION DEVELOPMENT ASSISTANCE PROGRAMS; ECONOMIC DEVELOPMENT; CONSERVATION, NATURE TRAILS AND FLORIDA DEPARTMENT OF LAW ENFORCEMENT, along with several minor grants for Fire Department Safety Equipment, Police Safety equipment and training, and workforce assistance projects.
- Created the annual budget and submitted it to the city council for review and approval.
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EDUCATION

High School Diploma

Wilson Mills High School, Wilson Mills, North Carolina

1956

Associate of Arts Management Georgia Military College - Milledgeville, Milledgeville, GA	1980
Bachelor of Science Management Limestone College, Gaffney, SC	1982
MPA PUBLIC ADMINISTRATION Brenau University, Gainesville, GA	1984

AFFILIATIONS

See below personal information sheet regarding previous employment, affiliations, military service, local government/community service and marital status information.

MILITARY SERVICE: Entered United States Army, November 5, 1956, served overseas in France, Germany, Belgium and Vietnam, in addition to being stationed at Middle Tennessee State University, Murfreesboro, Tennessee; Army Command & Staff College, Fort Leavenworth, Kansas; attended Defense Language Institute (German), Monterey, California; United States Army Reserve Center, Fort Wayne, Indiana; and Fort Gordon, Georgia, and retired from active duty on December 1, 1976.

CIVILIAN SERVICE: Upon military retirement, worked for Roses Stores, Inc, Augusta, Georgia and Garrett Aviation, Bush Field, Augusta, Georgia.

LOCAL GOVERNMENT/COMMUNITY SERVICE: Became City Administrator of Wadley, Georgia, 1984; City Manager and Chief of Police, Stone Mountain, Georgia; City Administrator, Hapeville, Georgia; City Manager, Loganville, Georgia and City Manager of Camilla, Georgia. Appointed first City Manager of Chattahoochee, Florida, on June 23, 1997 and retired on September 30, 2018. After being appointed City Manager in Florida, held numerous positions such as President, Florida Municipal Electric Association; Secretary, Florida Municipal Natural Gas Association; Board of Directors of Florida Municipal Power Agency; Board of Directors, Florida Municipal Electric Association; Board Member, Treasurer, Secretary, Vice President and President of South Eastern Federal Preference Customers, Director, Jim Woodruff Preference Customers, Florida City County Managers Association; Treasurer, Northwest Florida League of Cities; Chairman, Gadsden County Chamber of Commerce; Chairman, Gadsden County Economic Development Council; Chairman, Enterprise Zone Development Agency; Chairman, Gadsden County Tourist Development Council; Assistant Governor, Rotary District 6940; Chairman, Lake Seminole Association; Director, East Jackson County Development Council; President, Chattahoochee Rotary Club; Chairman, Board of Trustees; First United Methodist Church, Chattahoochee, Florida; Chairman, North Florida Rotary Youth Camp, Inc. Board of Directors; Board of Directors, Capital Area Red Cross, Tallahassee, Florida, Chairman, Board of Directors, FOCUS Credit Union, Board of Directors, Boys and Girls Clubs of the Big Bend, Director of ENVISION Credit Union and many other affiliations.

FAMILY: Married to Karen M. Garner, four children, Ronald, Eric, Brigitte and Melissa, three grand- daughters, Alexandra, Amber & Kaylee and one grandson Bowen.

LIST OF REFERENCES

ELMON LEE GARNER

Mr. Mike Stttig, Executive Director

Florida League of Cities
301 S. Bronough Street #300
Tallahassee, Florida 32301
850-222-9684

The Honorable P. C. Wu, Councilman

City of Pensacola
222 W. Main Street
Pensacola, Florida 32502
1-850-384-7914

The Honorable Ken Kimrey, Councilman

City of Chattahoochee
PO Box 188
Chattahoochee, Florida 32324
850-209-2349

Attorney J. David House

Former Chattahoochee City Attorney
1-850-643-7694

Jeff Hendry, Executive Director

The John Scott Dailey Florida Institute of Government

1-850-487-1870

Email: jhendry@log.fsu.edu

The Honorable Robert A. Campbell, Mayor

City of Defuniak Springs.
PO Box 685
Defuniak Springs, Florida 32435 – 0685
1-850-892-8506

KENDALL TRAVIS WADE

ktraviswade@gmail.com • 850-508-8459

Experience

I have more than 26 years of experience working in state government and 15 years as a Real Estate Sales Agent. I have excellent verbal, writing, and people skills. I have experience interacting with all levels of government and society to accomplish established goals.

Education

Florida State University

August 1988 – April 1992

B.S. in Criminology

Employment History

FLORIDA COMMISSION ON ETHICS | 325 John Knox Rd, Bldg E Ste 200, Tallahassee, FL

Investigator

June 2001 – Present

Investigate alleged violations of the Florida Code of Ethics for Public Officers and Employees, including financial investigations, and investigations of alleged voting conflicts, misuses of public position, conflicts of interest, etc.

JOE BRINKLEY AND ASSOCIATES REALTY (Part-Time) | 10976 NW Brinkley Ln, Bristol, FL

Real Estate Agent

June 2009 – Present

Negotiate real estate transactions, including drafting and analyzing real estate contracts.

FLORIDA ELECTIONS COMMISSION | 107 W. Gaines St., Collins Bldg, Ste 224, Tallahassee, FL

Investigation Specialist II

December 1996 – June 2001

Investigate alleged violations of Chapters 104 and 106 of Florida's Election Code, including complex financial investigations, as well as investigations of alleged voter fraud.

FLORIDA DEPARTMENT OF LAW ENFORCEMENT | 2331 Phillips Rd, Tallahassee, FL

Senior Criminal Justice Information Technician

December 1994 – December 1996

Responsible for managing billing and escrow accounts used by criminal history customers, and general accounting duties.

FLORIDA DEPARTMENT OF LAW ENFORCEMENT | 2331 Phillips Rd, Tallahassee, FL

Criminal Justice Information Technician

October 1993 – December 1994

Conduct criminal history searches through NCIC/FCIC database.

UNEMPLOYED

Between Positions

July 1993 – October 1993

INNER HARBOUR HOSPITAL | Highway 98, Lanark Village, FL

Mental Health Assistant

April 1993 – July 1993

Manage and supervise patients. Document patient behaviors. Implement established treatment plans.

KENDALL TRAVIS WADE

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IDENTIFAX INVESTIGATIVE SERVICES | 1850 Lee Road, Winter Park, FL

Private Investigator

February 1993 – April 1993

Investigate workers compensation claims. Perform background investigations, surveillance, interview witnesses and claimants, draft detailed reports of investigations.

AMERICAN RESTAURANT SUPPLIES | 915 Railroad Avenue, Tallahassee, FL

Warehouse Manager/Supervisor

November 1991 – February 1993

Supervise warehouse and delivery staff. Coordinate equipment deliveries. Organize inventory. Customer service and sales. Shipping and receiving.

Skills

- Proficient with Microsoft Office programs (Word, Excel, PowerPoint)
- Experience drafting and negotiating contracts
- Experience interpreting laws, ordinances, and public rules for compliance
- Experience working with, and disseminating, public and confidential information

Professional References:

C. Christopher Anderson, III
Executive Director
Florida Commission on Ethics
325 John Knox Road, Building E, Suite 200
Tallahassee, Florida 32303
(850) 488-7864

Bonnie J. Williams
Former Executive Director
Florida Commission on Ethics
8124 Whittington Drive
Richmond, Virginia 23235
(804) 874-6079

Tommy Ford
Bay County Sheriff
3421 North Highway 77
Panama City, Florida 32405
(850) 747-4700

Emmett "Bucky" Mitchell IV
Coates Law Firm
115 East Park Avenue, Suite 1
Tallahassee, Florida 32301
(850) 681-1029

Kristi Reid Bronson
Chief, Bureau of Election Records
Florida Department of State, Division of Elections
R.A. Gray Building, Room 316
500 South Bronough Street
Tallahassee, Florida 32399
(850) 245-6240

Jimmy Creamer
Former Owner of American Restaurant Supplies
167 North Bayshore Drive
Eastpoint, Florida 32328
(850) 545-4787

HAROLD J. EMRICH

14915 Benfer Rd, Houston, TX 77069 850.661.3574 hjemrich42@yahoo.com

CAREER SYNOPSIS

Florida native and professional County/City Manager with advanced public administration degree and extensive background in senior level management of multi-faceted municipal/county operations.

EXPERIENCE

- 3/2013 to 3/2018
Retired
GREENSBORO, FLORIDA
Town Manager
Chief Administrative Officer of small rural Town in Gadsden County, Florida * First position upon return to full-time employment from retirement
- 3/2007 to 10/2011
MADISON, FLORIDA
City Manager
County seat of Madison, Florida full service City including Community Redevelopment Agency * natural gas utility * Industrial Park * College community * 3,500 population; 7,000 greater area
- 2/2004 to 12/2006
SELF EMPLOYED
Owner, President Tri State Testing Lab, Marianna, FL
Construction materials testing lab * Geotechnical engineering and inspection service * Quality Control * Business sold
- 4/2000 to 10/2004
MARIANNA, FLORIDA
City Manager
County seat of Jackson County, Florida Panhandle full service City including Florida Main Street operation * community redevelopment agency * natural gas utility * municipal airport * municipally owned convalescent center * 7,000 population; 18,000 greater municipal area
- 1998 – 2000
OAKLAND, FLORIDA
Town Manager
Emerging upscale Orange County town encompassing 4+ square miles * 1,000 population poised to triple with approved development plans * rapidly developing commercial and residential areas
- 1996-1998
DELTONA, FLORIDA
City Manager
Central Florida City encompassing 45 square miles * 70,000 population * Newly incorporated – First City Manager * Balanced mix of providing and contracting municipal services * High growth and development area
- 1994-1996
JACKSON COUNTY, FLORIDA
County Administrator
North Florida County encompassing 800 square * 42,000 population * Operating budget of \$15 million * 200 employees * IAFF Union
- 1984-1994
SELF-EMPLOYED
Owner – Family Operated Small Business
Retail floor covering enterprise, Largo, Florida * Gross sales totaling one-half million dollars * Sold business May, 1994

- 1982-1984 **CITY OF LARGO, FLORIDA**
Assistant City Manager
 Full service City * 65,000 population * Operating budget \$25 million * 500 employees * AFSME, IAFF, FOP Unions; Second in administrative command
- 1979-1982 **CITY OF OKLAHOMA CITY, OKLAHOMA**
Assistant to the City Manager/Administrative Coordinator
 Full service City including regional and general aviation airports and city transit * 5,000 employees * AFSME, UAFF, FOP Unions; provided staff support to the City Manager
- 1972-1978 **CITY OF BETHANY, OKLAHOMA**
Assistant City Manager
 Full service suburban Oklahoma City municipality

EDUCATION

BA Degree

Political Science emphasis; Business Administration minor
 Southern Nazarene University, Bethany, Oklahoma

MPA Degree

Municipal/Local government administration emphasis
 University of Oklahoma, Norman, Oklahoma

Continuing Education

University of South Florida, Oklahoma State University, University of Oklahoma

PROFESSIONAL AFFILIATIONS CURRENT AND FORMER

International City Management Association * Florida City and County Managers Association * Oklahoma City Managers Association (Board of Directors) * Chamber of Commerce (Board of Directors, Government Committee) * Parent Teachers Association * Kiwanis International * Active Church Membership * Character Council of Florida, Inc., Board of Directors

REFERENCES

Sara Applewhite, CPA
 Carr, Riggs & Ingram
 4267 Lafayette St.
 Marianna, FL 32446
 850.526.3207

Howard McKinnon
 City Manager, Retired
 City of Havana FL
 850.524.2268

Gary Calhoun, Police Chief
 City of Eustis, FL
 P.O. Box Drawer 68
 Eustis, FL 32727-0068
 352.455.1576

Robert Presnell, City Manager
 City of Chattahoochee Florida
 1115 Lincoln Dr.
 Chattahoochee, FL 32324
 850.553.4475

Wayne Conrad, President
 Southern Water Services
 1255 Old Philadelphia Church Rd.
 Quincy, FL 32352
 850.627.8884

Bill Willis, Town Council President
 Town of Greensboro, Florida
 P.O. Box 66
 Greensboro, FL 32330
 850.545.6941

Marvin J. Joss, QPA, CTA

13 Mara Blvd
Sparta, NJ 07871

4823 Via Palm Lakes, Unit 1306
West Palm Beach, FL 33417

cell: (201) 874-4232
Marvjoss@yahoo.com

Objective

An opportunity to utilize my extensive experience managing municipalities, that includes operating and capital budget preparation, personnel management, project management and comprehensive customer service, while serving as the Chief Operating Officer for the municipality.

Work Experience

July 2019-Present

U.S. Dept. of Commerce-U.S. Census Bureau, New York, NY

Partnership Specialist & Liaison to Area Census Office- Full time

- Create and maintain partnerships with government and non-profit organizations
- Formulate Census outreach plans with our partners
- Schedule and perform public presentations regarding Census operations
- Actively recruit for the Census Bureau to fill staffing needs
- Represent the Census Bureau and resolve any issues with tact and professionalism

Borough Administrator (includes duties as Purchasing Agent)

June 2017-May 2019 (part time) Chester Borough, NJ

- Prepare annual municipal budgets for general operating, sewer utility and pool utility
- Responsible for management of all personnel and department head supervision
- Implement and manage various projects as assigned by the Governing Body
- Attend all Governing Body meetings and act as expert on municipal operations

Township Administrator (includes duties as Purchasing Agent)

July 2006- April 2017 Clinton Township, NJ

- Prepare and manage yearly operating budget of \$12 million
- Full responsibility for all personnel management
- Negotiate all union labor agreements (Police and Public Works)
- Consistently seek out and apply for various grants
- Oversee Police and Fire Department and served on Sewer Authority as Commissioner
- As a State licensed Purchasing Agent, I served as the Township's Purchasing Agent

United States Selective Service- Local Board Member

March 2016-June 2018 Region 1, State of New Jersey

Borough Administrator

Feb 2000-June 2006 Borough of Netcong, NJ

- Responsible for yearly operating and capital budget preparation & management
- Full responsibility for all personnel management within the Borough

- Successfully obtained numerous grants from State D.O.T. and Federal HUD Community Development Block Grant to fully and partially fund projects.
- Managed the formation of the Business Improvement District from conception to completion- Served as Treasurer and Executive Board member
- Manage Netcong's water and sewer utility.

Tax Assessor & Purchasing Agent (part time)

1995-April 2017 Borough of Netcong , NJ

- Appraise all Borough property for property tax purposes
- Testified as an expert witness and negotiated value on all tax appeals
- Serve as the Borough's part time Purchasing Agent

Musconetcong Sewerage Authority- Purchasing Agent (part time)

February 2014- April 2017 Mt. Olive, NJ

- Oversaw purchasing function to ensure proper procedures are followed

Adjunct Professor of Public Administration

1998-2000, 2006 Fairleigh Dickinson University

- Taught various management and public policy classes.

Tax Assessor

1993-2000 Township of Randolph, Randolph, NJ

- Chairman of the Geographic Information System Committee, in charge of acquisition and implementation.
- Prepared defenses and testified as an expert witness at all Property Tax Appeals.

Tax Assessor

1990-1993 City of Bayonne Bayonne, NJ

- Appraised all City property, including large industrial and commercial sites.
- Testified as expert witness and negotiated value on over 2,000 cases.
- Implemented City-wide property revaluation (13,000 parcels).

Education

Fairleigh Dickinson University, Teaneck, NJ

1998- Master of Administrative Science, Public Administration Institute. 3.80 G.P.A.

1996- Certificate in Public Management, 16 credit graduate level program.

Coe College, Cedar Rapids, IA

B.A., Economics and Business Administration

Professional & Personal

- Willing and available to relocate and/or travel for employer as needed on short notice
- Qualified Purchasing Agent (QPA), State of New Jersey, 2005
- Certified Tax Assessor (CTA), State of New Jersey, 1987
- Owner of a second residence in West Palm Beach, FL