



PORT MALABAR HOLIDAY PARK
MOBILE HOME PARK RECREATION DISTRICT

215 Holiday Park Boulevard NE
Palm Bay, Florida 32907-2196

BOARD OF TRUSTEES

MEETING AGENDA

January 28, 2013 - 7:00 PM

Joanne Gaughan
Board Chairman

Rebecca "Becky" Earnest
1st Vice-Chairman

Philias "Phil" Matton
2nd Vice-Chairman

Mary Anne Palmer
Secretary

Allison Kelly
Assistant Secretary

Richard Kissinger
Treasurer

Donald R. Wink
Assistant Treasurer

Rodney Lindsay
Trustee

Harald Albinus
Trustee

Richard Anderson
District Manager

Karl Bohne, Jr.
District's Attorney

NOTE: MINUTES OF BOARD MEETING ARE PREPARED IN SUMMARY FORM ONLY. PER CHAPTER 286.0105 FLORIDA STATUTES, IF ANY PERSON DECIDES TO APPEAL A DECISION OF THE BOARD HE/SHE SHOULD ARRANGE FOR A VERBATIM RECORD OF THE PROCEEDINGS WHICH INCLUDES THE TESTIMONY IN EVIDENCE ON WHICH THE APPEAL IS TO BE MADE.

"A community intended and operated for persons 55 and older"

1. Call to order

2. Roll Call

3. Announcements by Chairman

4. Board Meeting Minutes

Presentation of minutes of the January 8 and January 14, 2013 Regular Board meeting

Attachment: Draft of January 8, 2013 and January 14, 2013 meeting minutes

Action: A) Motion to approve January 8, 2013 minutes

B) Motion to approve January 14, 2013 minutes

5. District Manager Recruitment

Review of short-listed applicants, and scheduling initial interviews with 5 highest rated candidates.

Attachment: District Manager’s January 25 Memo number 13-05

Action: Direction to staff.

6. Security – Entrance and Boundary Fence Monitoring, and Pedestrian Access Gate at Entrance

Consideration of installing remote monitoring cameras:

A) Main Entrance area; B) Boundary Fence - Melbourne-Tillman drainage canal area, and C) Americana Fence Gate area.

Attachment: Deputy Clerk’s January 25 Memo number 13-6

Action: Direction to staff.

* To comment on an item, after you have been recognized by the Chair, please go to the microphone and clearly give your name and address for the record. You may speak for up to three minutes. Note: If formal action is to be taken on an item by the Board, public comment will be requested prior to the vote.

7. Board Member Assignments

Consideration of assigning individual Trustees to review and report on the various functions, needs, and services provided by the District.

Action: Motion to approve assignments

8. Architectural Control Committee

Consideration of increasing the number of members from 3 to 5.

Action: Motion to approve

9. Public Comment*

10. Trustees remarks and announcements

11. Adjournment

* To comment on an item, after you have been recognized by the Chair, please go to the microphone and clearly give your name and address for the record. You may speak for up to three minutes. Note: If formal action is to be taken on an item by the Board, public comment will be requested prior to the vote.



PORT MALABAR HOLIDAY PARK
MOBILE HOME PARK RECREATION DISTRICT

215 Holiday Park Boulevard NE
Palm Bay, Florida 32907-2196

BOARD OF TRUSTEE – REGULAR MEETING
JANUARY 14, 2013 - 7:00 PM

1. Call to order

By: Joanne Gaughan, Chairman, at 7:00 P.M.

2. Invocation

By: Becky Earnest

3. Pledge of Allegiance

Led by: Joanne Gaughan, Chairman

4. Roll Call

By: Allison Kelly, Assistant Secretary: Joanne Gaughan, Chairman, Rebecca "Becky" Earnest, 1st Vice Chairman, Philias "Phil" Matton, 2nd Vice Chairman, Allison Kelly, Assistant Secretary, Richard Kissinger Treasurer, Donald Wink, Assistant Treasurer, Rodney "Rod" Lindsay, Trustee, and Harald Albinus, Trustee, all acknowledged their presence Mary Anne Palmer, Secretary was absent. Richard Anderson, District Manager was present with Cheryl Ennis recording.

5. Announcements by Chairman

Joanne Gaughan thanked Harald Albinus for fixing the feedback issue with the sound system. Joanne Gaughan discussed the next Workshop meeting saying it is the place where the Board can discuss items and issues and said it could be long so be prepared. Joanne Gaughan discussed the facts known regarding the theft of the two golf carts and informed residents they were arrested juveniles.

6. Board Meeting Minutes

Presentation of minutes from the January 8, 2013, Board Organizational meeting was made. The minutes were posted on the bulletin board, District website and distributed to the Board for review. Becky Earnest made a "motion to approve the minutes with a correction of her name". Allison Kelly seconded the motion. A vote was called. Motion carried.

7. Record Storage

(Continued from January 8, 2013) Further consideration for renewal of the annual electronic off-site archive storage agreement with Document Mall effective Jan 30, 2013 monthly cost \$87.50 (Budgeted in Office Expense #0513510). Allison Kelly recommended the Board approve the existing system since it is budgeted and to look at new customized software for next year's budget. Rod Lindsay asked about the lower cost. It was explained that the contract had just been received and the budgeted amount was increased to cover an expected cost increase that did not happen. Harald Albinus made a "motion to approve the electronic off-site storage agreement". Becky Earnest seconded the motion. A vote was called. Motion carried.

8. **District Manager Recruitment – Status**, 14 of the 301 respondents to the District Managers Position were sent applications along with detailed information for further review. Joanne Gaughan thanked the three Board members Allison Kelly, Harald Albinus, and Phil Matton who had who had assisted by reviewing the 301 resumes and choosing up to seven candidates for District Manager along with the Chairman. Richard Anderson explained the process going forward saying the candidates sent an application package. (Note: As of January 15, the one of the applicants had not responded after two phone requests for a mailing address.) It was requested that the packages be filled out and sent back to the District office by the end of the month. Copies of the completed applications will then be distributed to the Board of Trustees to review and rate. The top 5, or predetermined number, candidates would then go through background checks and be invited to the District where a formal interview will be conducted individually by each Board member and again rated. At that point, the top 3 candidates, or predetermined number, would be invited to a Board of Trustee meeting where they will be available for a second interview by the Board and residents of the Park. The members of the Board requested copies of the 14 resumes, which will be copied and placed in their mailboxes on January 15.

9. **Golf Carts, Scooters, and Bikes – Rules and Regulations**

Consideration of revising minimum age of operators from 40 to 18 (or possession of driver license) was discussed. Joanne Gaughan read the rules for golf carts, scooters, and bikes saying that the Board of Trustees approved this rule on July 12, 2004. Discussion was had and recommendations for change to update the Rules and Regulations made by the Board.

Rod Lindsay recommended the age for legal driving age of 18. Phil Matton agreed and thought all park residents should be with them if under 18. Phil Matton also suggested allowing gas powered golf carts. Donald Wink asked who would police the rule. Becky Earnest said that gas carts were not allowed because of the fumes and smell. Alison Kelly said it should be left as is unless there is some way to police the rule.

Leanne Johnson, 309 Holiday Park, said that gas carts are loud and 2 cycle carts louder and thinks electric only is a good idea.

Linda Brunke, 281 Berry, asked if they were talking about bicycles.

Harald Albinus did not think they should differentiate between gas and electric.

Leonard Briske, 1083 Moonlight, asked if the restriction applied to gas motor scooters. He was told it they were discussing golf carts.

John LaLima, 1055 Sunflower, said let them go with gas or electric, and suggested an age of 40 because of an incident he had and said in Florida that you can have your license at 16.

Mary Adamson, 143 Holiday Park, said a 65 year old hit her husband when he was on his bicycle.

Margaret Bowyer, 1102 Greenview, said she lives on the corner of Greenview and Holiday Park and said people do not stop at the stop sign.

Joanne Gaughan read the rules one by one and asked for change recommendations:

1. All golf carts are to be registered at the Park office, make, model, and description.

Harald Albinus recommended large numbers where they could be seen saying the decals are too small. Russ Livermore said on Moonlight years back there was someone with a large gas ATV that was driven around the park. Russ Livermore recommended anyone under 18 have a resident with them.

2. Same age as the park resident Park rules to operate minimum age 40. Rod Lindsay recommended that operators be age 21 and anyone younger must have Park resident accompany them.

3. Battery operated carts. Becky Earnest recommends keeping it battery operated only. Phil Matton said he did not agree and both gas and electric should be allowed. Richard Kissinger said there was a gas powered ATV golf cart that made all kinds of noise and did not think it was a good idea.

4. Anyone operating a golf cart, scooter, or mini bike shall abide by the rules of the road including but, not limited to stop signs, speed limits, and right of ways. Changes were not recommended.

5. All golf carts, scooter, and mini bikes shall have proper electric lights front and rear lights when operating after dark. Changes were not recommended.

A motion was made by Becky Earnest that "Item #1) Add number system to the back of the golf cart so that if there is a problem the owner can be identified quickly. Item #2) Minimum ages to operate at 21 if under must have an owner with them and the rest of the items to stay as they are".

Marty Peterson said with the way the motion was made a guest 14 could drive a golf cart if they had a resident with them.

Leonard Briske, 1083 Moonlight, asked if gas powered scooters were allowed. He was told this discussion applies to battery-operated golf carts.

John LaLima, 1055 Sunflower, asked how it was going to be enforced saying it is useless unless it is enforceable and suggested that if the rules are not followed that the owner should not be allowed to operate a cart in the park.

Phil Matton asked that residents be given the rules with a note that if they do not abide by them there is a penalty.

Donald Wink suggested suspending use if rules are not followed.

Harald Albinus asked Richard Anderson if the rule could be enforced. Richard Anderson said there is no rule in the Deed of Restriction limiting use of a golf cart. Harald Albinus thought the attorney should be asked. Becky Earnest said residents need to be responsible.

A vote was called on Becky Earnest's motion. Motion carried.

Howard Sprague, 126 Holiday Park, recommended posting it on the bulletin board.

Allison Kelly recommended issuing letters to all residents who have golf carts registered.

Jean Beach, 1090 Moonlight, said she did not receive the notice when she registered her golf cart and recommended placing the notice in the happenings.

10. **Pay Plan** – Further consideration of establishing the Pay Range for Deputy District Clerk at \$12.00 - \$17.00 per hour. Allison Kelly said in order to evaluate the worth of the office staff she would like to have an accurate job description and said she had no idea they do as much as they do. She recommends a tailored job description for both those in the office. Rod Lindsay recommended job description for the jobs not the people. Donald Wink said he had no idea of all the work done by the office staff such as grants and computer repairs. Joanne Gaughan recommended tabling this item until February.

11. Public Comment*

Donna Matton, 265 Holiday Park, talked about the 2 boys that caused damage to the golf carts and said we should prosecute for damages. She also mentioned they had burglary tools and asked what would be done regarding the gate attendant who was working at the time.

Allison Kelly recommends residents put a chain through the steering wheel so golf carts cannot be driven.

Anita Healey, 116 Holiday Park, suggested going to small claims court saying it does not cost anything.

Russ Livermore, 399 Holiday Park, said that he had seen the residents come to the office and swear at the staff and call them names and be disrespectful to the office staff he said the staff works hard to save the District money and it needs to be given consideration.

Allison Kelly thought that a safety committee should address issue Russ Livermore discussed.

Marsha Pierce, 1144 Center, asked about how much the staff pays for insurance. She was told that all those qualified for insurance pay 10%.

Lean Johnson, 309 Holiday Park, said her visitors had stopped at the gate and the gate attendant waved them through rather than issuing a pass.

Jean Beach, 1090 Moonlight, said that the budget review committee had recommended that the employees pay 10% of their insurance as a starting point. She also said that this was the first time that vandals had been caught.

John LaLima, 1055 Sunflower, recommended residents put censored lights on their homes, recommended cameras at the entrance, and a 10' flat gate instead of chain link at Americana.

12. Trustees remarks and announcements

Rod Lindsay said they would try to come up with the best solution for the Park. He also said he still needs help with traffic control for the flea market and so does HPPOA.

Phil Matton welcomed the new members to the meeting.

Donald Wink said it was a well run meeting with a lot of participation.

Becky Earnests said she appreciates the respect. She said the recent events in the Park were well attended and would like to see more residents get involved in the future.

Allison Kelly said to lock up your bikes and golf carts and to be responsible. She said she would like to see everyone help his or her neighbors and work together.

13. Adjournment

Becky Earnest made a motion "to adjourn the meeting". Richard Kissinger seconded the motion. A vote called. Motion carried. The meeting adjourned at 8:10.



PORT MALABAR HOLIDAY PARK
MOBILE HOME PARK RECREATION DISTRICT

215 Holiday Park Boulevard NE
Palm Bay, Florida 32907-2196

BOARD OF TRUSTEE – WORKSHOP MEETING
JANUARY 8, 2013 - 7:00 PM

1. Call to order

By: Joanne Gaughan, Chairman, at 7:25 P.M.

2. Roll Call

By: Mary Anne Palmer, Secretary, Joanne Gaughan, Chairman, Rebecca “Becky” Earnest, 1st Vice Chairman, Mary Anne Palmer, Secretary, Philias “Phil” Matton, 2nd Vice Chairman, Allison Kelly, Assistant Secretary, Richard Kissinger Treasurer, Donald Wink, Assistant Treasurer, Rodney “Rod” Lindsay, Trustee, and Harald Albinus, Trustee, all acknowledged their presence. Richard Anderson, District Manager was present with Cheryl Ennis recording.

3. Announcements by Chairman

No announcements at this time.

4. Board Meeting Minutes

Presentation of minutes for the December 10, 2012 Board meeting was made to the Board. The minutes were posted on the bulletin board, District website and distributed to the Board for review. Becky Earnest made a “motion to approve the minutes”. The motion was seconded by Mary Anne Palmer. A vote was called. Motion carried.

5. Treasurer’s Report

Presentation of the financial report for the month of November 2012 was made to the Board by Richard Kissinger. The Treasurer’s Report was posted on the bulletin board and distributed to the Board for review. Rod Lindsay made a “motion that we accept the November 2012 Treasure’s Report”. The motion was seconded by Allison Kelly. A vote was called. Motion carried.

6. District Manager’s Report

Presentation of December 2012 District Manager’s monthly report was made to the Board by Richard Anderson. The report was posted on the bulletin board and the District website for review. Richard Kissinger made “a motion to approve the District Manager’s report”. The motion was seconded by Allison Kelly. A vote was called. Motion carried.

OLD BUSINESS

7. District Manager – Recruitment

Determination of the applicant evaluation procedure for District Manager: Joanne Gaughan asked Richard Anderson to review his recommendation on the procedure. Richard Anderson suggested that several Trustees review the applications each selecting a predetermined number. Those candidates would be sent an application package to fill out and return to the District office. Copies of their application would then be distributed to the Board of Trustees along with their resume to be reviewed

and rated. The top 5, or determined number, candidates would then go through background checks and be invited to the District where formal interviews will be conducted by each Board member individually and again rated. At that point, the top 3, or determined number, candidates would be invited to a Board of Trustee meeting where they would be available for a second interview by the Board and residents of the Park.

Joanne Gaughan asked Allison Kelly to explain her business background saying that she has more expertise in the area than most of the Board. Allison Kelly explained that she was an executive recruiter for 12 years and a manager of an "Information Systems Group" as well as having her own business recruiting high level individuals, doing reference and background checks and reading resumes. Allison Kelly said she would like to use her expertise and be part of the process. It was decided by the Board that 4 Trustees, Joanne Gaughan, Allison Kelly, Harald Albinus and Phil Matton, would go through the resumes with each choosing their top candidates. The list would then be compiled and the selected candidates would then be mailed employment applications.

8. Pay Plan – proposed amendment

Consideration of establishing Pay Range for Deputy District Clerk at \$12.00 - \$16.50 per hour, Richard Anderson explained that he looked to the City for comparable positions of Receptionist and Customer Service saying their rates are \$14.97 to \$22.64 per hour and the Administrative Assistant rate is \$17.00 to \$24.00 per hour and recommends a similar pay structure. Phil Matton suggested an increase to \$14.00. Richard Kissinger said an increase should be done in increments and suggested a \$3.00 per hour raise. Joanne Gaughan asked for a motion with a dollar figure. Becky Earnest made "a motion to give both girls in the office a \$1.00 per hour raise until we see where we are going with a District Manager". The motion was seconded by Harald Albinus. Allison Kelly asked what the average of other positions in the area and what the low pay range was. Richard Anderson said there are not any of the same positions but similar the City Customer Service range is \$14.97 to \$22.64 per hour and the Administrative Assistant rate is \$17.00 to \$24.00 per hour, and he recommends a similar pay structure.

Connie Christley, 155 Holiday Park, asked who was going to pay for this and asked if the park fees would be raised.

Marsha Pierce, 1150 Center, asked what was meant by "a dollar per hour until things are settled". Becky Earnest said that until the District Manager is hired and the salary determined a \$1.00 per hour raise is all that the District would give and anything further would have to be determined at that time. Marsha Pierce also asked if there were benefits. She was told health insurance which the employees pay 10%.

A vote was called on Becky Earnest's Motion. Motion carried.

NEW BUSINESS

9. Record Storage

Renewal of Document Mall contract expiring Jan 30, 2013 for electronic off-site archive storage with an estimated monthly cost \$140.00 (Budgeted in Office Expense #0513510) was submitted to the Board. Rod Lindsay suggested backing up the documents on a \$150.00 external hard-drive. Donald Wink said someone could look into purchasing a program where we could index it ourselves. Joanne Gaughan recommended that it be looked into and placed back on the next agenda.

10. Fire Extinguisher – Kitchen Hood System

Consideration of replacing (expired) chemical cartridge tanks. Estimated cost \$600.00. Becky Earnest made a motion "to replace the chemical cartridge tanks at an estimated cost of \$600.00" Mary Anne Palmer seconded the motion. Rod Lindsay asked if the tanks were expired. Richard Anderson said yes and explained that they are 10yrs old. A vote was called on the motion. Motion carried.

11. Public Comment

Howard Sprague, 126 Holiday Park, asked if both girls in the office get the same amount of money and thought the raise was a little bit more than the cost of living.

Henry Gardner, 1183 Center, said he had his golf cart stolen by a 12 year old girl which was found 7 miles down the road. He said they stole a car and burned it and asked when we were going to put something on the fences where we can keep these kids out. He said we got to do something before they start shooting.

Barbara Hoffman, 1021 Little, said she has a lot of contact with the girls in the office and said they are amazingly proficient at what they do and that we need to take better care of them because they do a great job.

John Heaslip, 240 Fantasy, said he has a problem with the feral cats that are living in the park. He mentioned an article in the Florida Today proposing a ban on feral cat colonies. He said he has spent hundreds of dollars cat proofing his home. He said he called animal control and was told that those who feed them are responsible for tagging them. He said the situation is creating a hardship for the neighbors and asked the Board to take some kind of action.

Mary Evens, 130 Holiday Park, said the feral cat problem is due to the residents feeding them. She said the situation needs to be controlled. Joanne Gaughan suggested putting an article in the happenings regarding the problem.

John Heaslip, 240 Fantasy, said there are policies regarding dogs and they should have the same policy applied to cats.

12. Trustees remarks and announcements

Harald Albinus discussed the security and said the cameras are not expensive and they can be wireless with night vision and it should be something that's looked into.

Rod Lindsay said he needs help with the traffic control for the parks flea market and that his phone number listed in the happenings is incorrect and said to look it up in the Holiday Park phone book. Rod Lindsay also asked for an agenda item regarding the legal age to operate a golf cart be on the next meetings agenda.

Allison Kelly said she believes that residents should stand up and voice their opinion and ideas and said she is willing to listen and talk to anyone as long as they are civil. She said the members of the Board do care. They do have to work within the "Sunshine Laws", not all that they agree with, but that's what they have to do and said if you have questions or things that are not understood ask so the Board can help you understand.

Phil Matton talked about the carts stolen and said they tried to get out through the back fence and couldn't so they drove out the front. He mentioned someone with out a tag getting waved through the front gate and said he spoke with Mr. Anderson and the situation is being looked into. He also congratulated the new members of the Board and said he agreed with what Allison said about being civil.

Mary Anne Palmer said the feral cats have been a problem for years and years and residents have to stop feeding them.

Donald Wink said he would like to help get things resolved and get old issues straightened out and resolved.

Richard Kissinger said that when people come to the microphone he listens, he doesn't laugh or boo at them. He said he was trying to go down a list and give some information and couldn't and said he would like the same respect he gives residents.

Becky Earnest wanted to remind everyone about the AARP Safe Drivers Course coming up. She said the information is in the happenings and to call her to sign up. She also agreed with Richard Kissinger's comments about respecting the Board.

Joanne Gaughan asked the Trustees to be prepared when they come to the meeting. She thanked Rod Lindsay for putting something on the next agenda and asked for the Board to make recommendations. She said at the next meeting she is going to start committees and will need volunteers. She said she wants input from everyone. She told Russ that she will never fill his shoes and thanked him as well as Barbara Dufault and John Corton for their service.

13. Adjournment

Becky Earnest made a "motion to adjourn the meeting". A vote was called. Motion carried. The meeting was adjourned at 8:20.



**PORT MALABAR HOLIDAY PARK
MOBILE HOME PARK RECREATION DISTRICT**

Memo Number 13-5

MEMORANDUM

To: Board of Trustees
From: Richard Anderson, District Manager
Date: January 25, 2013
Subject: District Manager – Recruitment (interview format/schedule)

A letter was sent to 13 of the 14 short-listed candidates (one did not provide a mailing address) forwarding the Job Description and a request to complete the District's formal employment application form (copies of their resumes have been distributed to the each Trustee).

Copies of the 9 completed applications received (see attached folders) to date are attached for your review. We contacted the 5 remaining candidates and verified they received the application package and requested an expeditious return; one has withdrawn no responses from the other 4.

Each Trustee is requested to review the attached applications and complete the evaluation sheet (attachment 2) and return it to the office by January 30, 2013 for tabulation. The top 5 candidates (determined by the numerical rankings) will be invited to interview with Board Members.

It is requested that the Board select a date for the interviews. To provide sufficient time to contact the candidates and for them to prepare, etc. they could be scheduled anytime after February 11, 2013.

I recommend the initial interview format and interview question previously provided by Colin Baenziger & Associates be utilized again as a guide (see attached 3).

HOLIDAY PARK

DISTRICT MANAGER CANDIDATE RANKING FORM

#2



INITIAL RANKING - TOP THREE SELECTIONS
Candidates rated highest by Trustees to be scheduled for interviews

Please Rank 1st, 2nd, and 3rd Choices Only

Name of Candidate

Harold Emrich	<input type="checkbox"/>
Tracie Fitzgerald	<input type="checkbox"/>
Stephanie Hemenway	<input type="checkbox"/>
Patricia Jamar	<input type="checkbox"/>
Kaye Kendrick	<input type="checkbox"/>
Margaret Knight	<input type="checkbox"/>
Christina Landwehr	<input type="checkbox"/>
Annette Schneider	<input type="checkbox"/>
Jennifer Tobin	<input type="checkbox"/>

Name

Date

Interviewing Candidates

The interview is generally the final step in the selection process. At this point, the executive recruiter has screened the candidates and is satisfied that all finalists are capable of doing the job. Reference checks and more extensive background checks have been conducted, including discussions with individuals of our choosing and not on the candidate's list of references. Internet searches have been done, along with a review of newspaper archives. Credit history, educational verification, and criminal background checks have also been run so there should be no surprises once a candidate is selected.

The interview is an opportunity for both the elected officials and the candidate to learn about each other and to determine how well they will be able to work together. It is also an opportunity for the board members to evaluate the candidate's management abilities and to decide if he/she would be a good leader for the community. It is important for both the board members and the candidate to act professionally and in a manner that will impress the other party, all the while learning what they can about the other.

Since all the candidates are capable of performing the job, the focus of the interview should be on determining who fits best with the board members, the staff and the community. Some candidates will have more experience than others. Some have special areas of expertise that others do not. Some have better instincts, and some are simply more capable than others. While some may make more mistakes than others, they may also hit more home runs. The key is to determine which candidate will have the best chemistry with the board members, but also who can best lead the staff. No matter how technically sound a candidate may be, if he or she cannot build and maintain a strong working relationship with the board members and staff, he or she will not last long as the community's appointed leader. Of course, experience and expertise are critical and should not be overlooked.

Possible Interview Questions

The questions on the next few pages may be useful in determining the information that you need. There are undoubtedly others. The point is to ask the questions that you feel will give you the best idea of what the candidate believes, how he/she will work with you and with the staff, and whether or not he/she is good match for the community.

The following questions are divided into three groups. The first set contains standard introductory questions covering an individual's background, management style, and experience. The second set is designed to provide information about how the candidate will interact with the board members and staff, and to focus on particular issues that may be of concern to the community. Set III should always be asked at the end of the interview. Since time will not permit asking all the questions, you should select the ones that are most important to you. The last four should always be asked, and five minutes should be allotted at the end of the interview to ask them.

Topics to Avoid During the Interview Process

A large body of legislation has developed over the years addressing civil rights and race/gender/age discrimination. Questions in these areas should be avoided during the interview process. The process of interviewing and selecting an applicant is no longer a simple matter of conducting a casual conversation and hoping to learn a candidate's strengths, weaknesses, likes, and dislikes. Various civil rights laws now make the average interview a process that should be approached with extreme caution. However, if you keep in mind certain basic rules, you will facilitate the process and avoid problems.

In most instances, asking inappropriate questions may raise an inference of either discrimination or retaliation against a particular candidate. In other instances, such as those involving issues of mental or physical health, inappropriate questions are presumptively discriminatory. Therefore, the interviewer must avoid questions relating to the following:

1. Political affiliation, political views, or voting history.
2. Religious beliefs or practices.
3. A candidate's race.
4. A candidate's age.
5. A candidate's national origin or ancestry.
6. A candidate's family, and whether or not they would be willing/able to join them in the new city.
7. A candidate's desire to have children or raise a family.
8. Pregnancy and other gender related issues.
9. Sexual orientation or sexual practices.
10. Marital status or personal and private relationships.
11. Potentially controversial issues of race, gender or ethnicity.

Any information a candidate may *volunteer* during the interview process regarding these matters does not render the interview invalid or otherwise taint the process. Consequently, open-ended questions, such as asking if the candidate wants to reveal anything else to the city that has not already been covered, are not prohibited. In fact, they can sometimes provide valuable insight into a candidate's views and perspectives.

With regard to issues of physical or mental health, many questions are appropriate after a conditional offer of employment is made, but must be avoided beforehand. The interviewer must avoid questions relating to the following topics:

Topics to Avoid During the Interview Process

1. A candidate's medical history.
2. Past workers compensation claims.
3. Past use of sick leave.
4. Health of a candidate's family members.
5. Any obvious physical or mental impairment of the candidate. However, it is permissible to ask if the candidate is able to perform the essential functions of the job for which he/she is applying. A better practice is not to ask this type of question at all. Of course, from a practical point of view, it is hard to imagine anyone answering negatively.
6. A candidate's frequency of illegal drug use or addiction. However, it is permissible to ask if the candidate ever used illegal drugs, and if so, the last time he/she did so. Once again, this is a very delicate area that can create significant problems for the employer if the questioning is intrusive.
7. Alcoholism or the frequency of alcohol consumption.

The questions listed above which relate to medical conditions may properly be asked of a candidate after he or she has received a conditional offer of employment. Before an offer is made, however, the questions must be avoided.

If you need further assistance in crafting proper interview questions, please do not hesitate to contact us for further guidance.

Possible Interview Questions

Question Set I:

1. Tell me about yourself.
2. Why are you interested in our community?
3. What is your management style?
4. What would your staff say about you as a manager?
5. What would your supervisors say about you?
6. Have you fired people? How did you handle it? How did you feel about it?
7. What do you think your strengths are?
8. What do you think your weaknesses are?
9. What has been your biggest success? Tell us about it.
10. What has been your biggest failure (or mistake) in your career? What did you learn from it?
11. If you were asked to cite one particular situation or event in your career that gave you the greatest satisfaction, what would it be?
12. What would you do during the first six months in our community?
13. What do you believe to be the challenges and opportunities facing our community? How are these likely to change in the future?
14. Why should we select you to be our next District Manager?
15. Is there anything else you would like to tell us?

Question Set II:

1. Explain what you believe the role of our District Manager should be.
2. Can you give me a breakdown of your typical day as a Manager?
3. How would you view your relationship with the supervisors?

Possible Interview Questions

4. How will you go about building a strong relationship with them? How will you maintain it?
5. What information do you think the governing body needs to have concerning day-to-day operations and on-going projects?
6. How will you keep the supervisors informed?
7. What kind of direction do you expect to get from the supervisors? What will you do if you do not feel they have made it clear how they want the staff to precede on a particular issue?
8. There is an expression, "A good District Manager only needs to be able count to three." [Actually five in this case.] Could you please comment on that statement?
9. What do you do when your views on handling a situation differ from those of the governing body as a whole?
10. What will you do if a particular supervisor disagrees with how you believe a situation should be handled?
11. What will you do when a supervisor contacts a department head directly and tells him/her to do something?
12. Can you describe an ethical issue that you have had to deal with in your career and how you handled it?
13. How will you build a strong relationship with our existing staff?
14. How many people reported to you in your last job? How did you keep them informed of the community's priorities? What do you intend to do differently if you are appointed here?
15. How will you keep the general employees informed of the elected officials' priorities?
16. To what extent do you believe contact with citizens and citizen groups is important? How do you typically handle this responsibility? How will you build relationships with the community?
17. What kind of relationship do you want to have with the senior managers and the rest of the staff, and how will you establish it?

Possible Interview Questions

18. Sensitivity to different genders, races and ethnic groups is a priority for us. Can you provide us with some specific examples of how you have demonstrated your commitment to these principles in the past?
19. How will you go about identifying the organization's strengths, weaknesses, and opportunities for improvement? Once you have identified them, how will you go about making changes?
20. How will you approach the short and long range planning processes? What system do you use to set goals and objectives? How do you monitor progress against these goals and objectives?
21. What will you do if you feel an employee is not doing his/her job in a manner you feel is satisfactory?
22. What do you do when you observe an employee - who works for a department director - who is not doing his/her job the way you think it should be done?
23. Describe the steps you would take if you needed to recruit, say, a new Maintenance Director.
24. Describe a situation where you had to build a team to solve a problem.
25. How would you go about raising morale in our organization?
26. What was the most difficult situation you faced as a government employee? How did you handle it? What did you learn from it?
27. Describe an incident in which you played a role that embarrassed your government or caused it difficulty. What did you learn from it?
28. What areas of your skills/professional development do you want to work on at this point in your career?
29. How do you insure that your staff continues to develop professionally?
30. Are you willing to take calculated risks?
31. What kind of decisions did you make in your last job?
32. What kinds of decisions are difficult for you to make?
33. What personal skills do you feel are necessary for someone to be successful in this position?

Possible Interview Questions

34. What particular personal characteristic do you have that will most benefit our residents if you are hired?
35. What is your average workweek now, and what would you expect it to be if you came to work here?
36. Why did you leave your last job? (Ask if the candidate is out of work)
37. Why do you want to leave your current job? (Ask if the candidate is currently employed.)
38. From what you know about our community, what is the most burning issue that we face, and how would you address it?
39. What sort of concessions would you ask of developers when discussing their desire to bring a new development to our community?
40. How would you go about building a good relationship with the city? With the county? Do you feel a good relationship with the city or the county is important?
41. How would you go about building a positive relationship with other governments with whom you will have to deal if you are selected for this position?
42. Describe your experience in dealing with state agencies.
43. Describe your experience dealing with federal agencies.
44. Describe your experience obtaining grants. What agencies would you approach for grants? What kind of grants do you think would benefit us?
45. Are there other external sources of funds (beyond grants) that you would seek out?
46. Have you ever been involved in initiatives to contract out services? Tell us about them. Did these efforts succeed?
47. Describe the kind of organization for which you would like to work. If you could change one thing in your current (or most recent) job, what would it be?
48. Who do you view as your customers? How will you interact with them?
49. What great idea have you had that did not go anywhere and why did it not go anywhere?

Possible Interview Questions

50. How do you respond when a resident walks into our offices and wants to meet with you about an issue that concerns him/her?
51. Would you make yourself available for two hours a week to see the public on a first-come, first-served basis?
52. What do you see as the primary drawback to being the District Manager of our community? What do you know about our operations and current employees?
53. If we hire you, would you seek a salary increase every year?
54. If the community decides to install a plaque somewhere in your honor after you leave your current job, what would it say?
55. If they decide to give you a roast, what would people say about you?
56. What was the most pertinent question you were asked today by any one of us, and how did you answer it?
57. What are your long term career goals?
58. If you accept this position, how long do you expect to stay?
59. How do you use your spare time? What are your hobbies?
60. How would you describe your ideal day off?
61. Why should we hire you?

Question Set III:

1. If you are selected as the successful candidate, and understanding that pay and benefits are matters for negotiation, tell us in broad terms what sort of compensation package you would expect?
2. What kind of severance package would you expect if you were terminated?
3. When would you be available to start work?
4. Is there anything else you want to tell us?
5. Are there any questions you would like to ask us?



PORT MALABAR HOLIDAY PARK MOBILE HOME PARK RECREATION DISTRICT

Memo Number 13-6

MEMORANDUM

To: Board of Trustees
Via: Richard Anderson, District Manager
From: Cheryl Ennis – District Clerk
Date: January 25, 2013
Subject: Security – Entrance & Boundary Fence Monitoring

Phone calls to Bright House, Net Directives/Artemis (an area security system company), Schmidt Electric and Commercial Electric were made for information regarding the installation of security cameras at locations around the park. One issue is having a power source at Americana. Smith Electric and Commercial Electric will give us quotes to install a meter for cameras and a modem (access from Bright house is about \$65 per month per location for a static IP address).

Kevin, from Artemis, suggested consideration of time-lapse photography which could send pictures at a determined increment to a dedicated monitor at the Gatehouse, where the video could be viewed and downloaded if there were problems.

In addition, the cost for a long-range camera that could be installed on the roof of the clubhouse where there is a direct view of the canal is a possibility being looked at for security in that area.

Power at the gatehouse is obviously not an issue. Pricing on cameras that will read license plates and facial recognition are pending.

Greg Lancaster, with Melbourne Tillman, was contacted reminding him about our request for fencing. Their meeting is scheduled for the end of February. Once we hear from him, we will take appropriate action.

It was suggested that a pedestrian walk-gate be installed across the sidewalk at the main entrance. Operation could be from the gatehouse or by a key pad. Cost estimates for alternate methods will be obtained if directed by the Board.