

# APPROVED

## MINUTES OF THE SPECIAL MEETING

### GOVERNING BOARD SOUTHWEST FLORIDA WATER MANAGEMENT DISTRICT

TAMPA, FLORIDA

AUGUST 2, 2011

The Governing Board of the Southwest Florida Water Management District (SWFWMD) met for a special meeting at 8:47 a.m. on August 2, 2011, at the District's Tampa Service Office. The following persons were present:

#### Board Members Present

H. Paul Senft, Chair  
Hugh Gramling, Vice Chair  
Douglas B. Tharp, Secretary  
Albert G. Joerger, Treasurer  
Michael A. Babb, Member  
Carlos Beruff, Member  
Bryan K. Beswick, Member  
Jennifer E. Closshey, Member  
Neil Combee, Member  
Todd Pressman, Member  
Judith C. Whitehead, Member

#### Staff Members

Karen West, Deputy General Counsel  
Elaine Kuligofski, Director, Human Resources  
& Risk Management  
Audra Owens-Powell, Manager, Human Resources  
LuAnne Stout, Administrative Coordinator,  
Boards & Executive Services  
Randy Emberg, Video Production Engineer,  
Information Resources

#### Board Member(s) Absent

Jeffrey M. Adams, Member

A list of others present who signed the attendance roster is filed in the permanent records of the District. Approved minutes from previous meetings can be found on the District's Web site ([www.WaterMatters.org](http://www.WaterMatters.org)).

The Board members and staff met the first three candidates at 8:00 a.m. for an informal time of coffee and refreshments.

#### **Call to Order and Roll Call**

Chair Senft called the meeting to order and requested a roll call. Ms. Stout called the roll and noted a quorum was present. Chair Senft offered an invocation and led the Pledge of Allegiance.

#### **Opening Remarks**

Chair Senft noted that this is a noticed, public meeting of the Governing Board. He said the public is welcome to observe; however, the Board does not anticipate taking public comment during this meeting. Chair Senft said the purpose of this meeting is for the Governing Board to interview and evaluate six candidates who have submitted application materials for the position of Executive Director. He read for the record the following statement:

"The Southwest Florida Water Management District is an independent, regional local government responsible for water resource management in a 16-county, Southwest Florida region. The District's Executive Director performs as the Chief Executive Officer of the District in carrying out its mission. This position reports directly to the Governing Board and includes daily direction and operating responsibility for District staffing, \$280 million (Fiscal Year 2011) budget and all organization assets. The Executive Director functions as the principal agent of the 13-member, Governor-appointed Governing Board in recommending and implementing policies the Board adopts to fully effect its charge as prescribed by the Florida Water Resources Act of 1972, as amended (Florida Statutes Chapter 373) and other applicable Florida Statutes, federal statutes and the Governor

and Legislature or their representatives. The Executive Director is appointed by and serves at the pleasure of the Governing Board. Applicants are subject to a background check. The appointment of the Executive Director is subject to approval by the Governor and confirmation by the Florida Senate upon employment, in accordance with 373.079(4)(a), Florida Statutes. The Executive Director designate must be confirmed or reconfirmed by the Senate during the second regular session of the Legislature following a gubernatorial election.”

Chair Senft said today the Board will interview six candidates for the position. Based upon these interviews, the Board will short-list those six to a smaller number who will receive a second interview on August 29, 2011, at another publicly noticed meeting, toward the goal of being able to make a selection to fill this critical position at the August 30, 2011 Governing Board Meeting. The candidates to be interviewed are, in this order, Joe Manous, David Chardavoyne, Blake Guillory, Richard Owen, Bruce Wirth and Lou Kavouras.

Chair Senft noted that, as each interview begins, he will read the following statement for each candidate:

“You have applied for the position of Executive Director and are here at the request of the Governing Board to be interviewed. We are looking for a person who can demonstrate exceptional leadership skill in guiding the District through the challenges facing us today and into the future. Beyond the basic requirements and managerial function of the position, this will include demonstrating professional maturity, a self-motivating drive for personal growth and an aptitude for visionary leadership; developing, influencing and guiding a high performance team of professionals and to promote innovation and collaboration in support of a common mission; inspiring organization-wide improvements in culture and operational performance, productivity, cost control, customer service and overall organizational efficiency and effectiveness; and influencing and facilitating the organization’s long-term strategic direction and success. Our process today will be in a panel interview format. Board members will ask a series of questions that will be asked of all candidates, in an effort to assess which candidate provides the best match to our overall Department and District needs. Board members may ask additional, follow-up questions based upon the answers you provide. We are on a tight time schedule today and have allocated forty-five minutes for each interview, with some opportunity for additional discussion if time allows. Please govern yourself accordingly when responding to questions. Following your interview, if there is time you will have an opportunity to ask any questions you may have. After all interviews are completed today, the Board anticipates narrowing the applicant pool further and bringing one or more candidates back for a second round of interviews on August 29, 2011. If at any time you would like us to repeat a question or you need clarification, please let us know. Do you have any questions before we begin our interview?”

Chair Senft said five questions will be asked of all candidates and follow-up questions may be asked by individual Board members as time allows. The five questions to be asked are:

1. What steps would you personally take to assure that District rules, processes and procedures were well-aligned with its mission and effective in meeting operational and customer needs?
2. Describe a time when you had to be very careful in communicating delicate information in your role as an organizational leader. What was the possible risk involved and how did you go about it?
3. Please describe your philosophy with regards to the role of the Governing Board in day-to-day management of the District and the role of the Executive Director in helping set and implement the direction and priorities of the Board.
4. The District is known for making hard decisions, such as in implementing rules for the Southern Water Use Caution area and resolving water resource issues in the Northern Tampa Bay area. This, of itself, creates controversy. Describe how you would make

decisions necessary to protect the region's water resources while balancing those decisions to minimize adverse reactions and impacts.

5. As you develop a strategic vision for your organization, what are the key criteria that you focus on?

**Interview: Joe Manous** (Track 2)

Following the interview, the meeting recessed to provide a break and reconvened at 10:00 a.m.

**Interview: David Chardavoine** (Track 3)

Following the interview, the meeting recessed to provide a break and reconvened at 11:07 a.m.

**Interview: Blake Guillory** (Track 4)

Following the interview, the meeting recessed at 12:07 p.m. to provide a lunch break with the next three candidates. Chair Senft reconvened the meeting at 12:45 p.m.

**Board Discussion: Other Board Administration Matters** (Track 5)

At this time, Ms. Kuligofski presented to the Board a performance-based separation incentive program. She said the purpose for a separation incentive program is to provide a tool for the Executive Director to make more effective use of human capital, an agreement that provides for continued employment through a date certain, participants with incentive benefits through the time of separation from District employment, and for effective levels of service or require redirection of remaining staffing and work priorities. Ms. Kuligofski said the reasons for offering a separation incentive is to align the budget by reducing salary costs and staff levels, supplement the District's staffing reduction plan, and benefit both the District and the employee. She noted that staff participation will be based upon District need; employee performance basis; and balancing of workload or other adjustments needed by division, departments or function. Ms. Kuligofski reviewed the statutory severance provision under Section 215.425, Florida Statutes. She presented the separation incentive options and the purpose for a separation agreement.

Ms. Kuligofski said staff is recommending the Board approve allowing the Executive Director, in consultation with the Governing Board Chair, to implement the Performance-Based Separation Incentive Program and to encumber funds in the FY2011 budget to accomplish this program. Following discussion, **Mr. Tharp moved, seconded by Mr. Gramling, to approve the staff recommendation. Motion carried unanimously.**

Mr. Beruff asked the Board reconsider the budget request for the McGregor-Smith/Flying Eagle Youth Center. Following discussion, the Board requested this item be placed on the August 30, 2011, meeting agenda for consideration.

The Board meeting recessed to provide a brief break and reconvened at 1:31 p.m.

**Interview: Richard Owen** (Track 6)

Following the interview, the meeting recessed to provide a break and reconvened at 2:13 p.m.

**Interview: Bruce Wirth** (Track 7)

Chair Senft left the meeting at 2:34 p.m. and relinquished the gavel to Vice Chair Gramling.

Following the interview, the meeting recessed to provide a break and reconvened at 3:04 p.m.

**Interview: Lou Kavouras** (Track 8)

Following the interview, the meeting recessed to provide a break and reconvened at 3:55 p.m.

**Board Discussion: Further Short-Listing of Candidates** (Track 9)

Vice Chair Gramling asked each Board member to provide the names of their top three candidates. Following a brief break for the results to be tallied, **Ms. Closshey moved, seconded by Mr. Beruff, to narrow the list to the top two candidates for a second interview on August 29, 2011.** Discussion ensued.

**Ms. Closshey amended her motion to include sending the two candidates' names, in alpha order, to the Governor's Office and Department of Environmental Protection Secretary for acceptance and request a response by August 29, 2011. Mr. Beruff seconded the amended motion.**

**The motion carried with Mr. Tharp voting in opposition.**

The Board consensus was to begin the August 29 meeting at 2 p.m.

**Board Discussion: Additional Interview Questions** (Track 10)

Vice Chair Gramling led a discussion of the questions for the second interview. Discussion ensued. Following consideration, **Mr. Joerger moved, seconded by Mr. Babb, to approve the questions as amended and adjourn the meeting. Motion carried unanimously.**

**Adjournment**

Meeting was adjourned at 4:25 p.m.