

 Speaker 1 - 05:58

As you know, I have hundreds of toys and collectibles in here and it would be a mess. All right, I'm called to order the meeting of February 24, 2026. If you would please call the road. No cock.

 Speaker 2 - 09:53

Chair ryan.

 Speaker 1 - 09:53

Present.

 Speaker 2 - 09:55

Vice chair freh.

 Speaker 1 - 09:56

Here.

 Speaker 2 - 09:57

Member shoeham. Here. Member horland. Member matair. Bowen. Here. Member dunn. Member ridell.

 Speaker 3 - 10:10

Here.

 Speaker 2 - 10:12

Thank you. Member meade.

 Speaker 1 - 10:14

Here.

 Speaker 2 - 10:15

Member cagiano. Member a.j. Ryan. Member newton.

 Speaker 1 - 10:22

Here.

 Speaker 2 - 10:23

Member colborne. Member murphy solomone. Member bright cruise. Member bowman. And cagiano is here. Okay, thank you.

 Speaker 1 - 10:41

Please stand for pledge. All right, public comment. Do we have anyone signed up for public comment? Anybody signed up for public comment? No. Anybody wish to be participating with public comment? All right, I'll close public comment. All right, item four, interviews of interim director. I'm going to turn it over to member Horlan to bring us up to speed and up to date and expose to us how we should proceed today.

 Speaker 2 - 11:23

Thank you, Mr. Chair. So welcome everybody and thank you for clearing your schedule for this very important meeting today. So as I updated you last week, this process just started last Tuesday and of last Tuesday, I had made contact with eight candidates. You were given a list of candidates on Friday. Some of those candidates. Listen, to be quite frank, they didn't call us. We called them. And people have life, you know, going on, whether it's professional commitments or family commitments. So a couple of those candidates did decide over the weekend, after discussing with their families, that they were not going to be able to donate and devote as much time as this would take. So today I'm very pleased to have with us Mr. Sam May, Mr. Lee Feldman, and online we have Erdog Donness.

 Speaker 2 - 12:18

So I'd just like to again thank the gentleman for being here and for your willingness to consider serving the solid waste authority of Broward county during this important transition. The SWA represents a collaborative effort among municipalities and the county that have chosen to work together for the long term benefit of their residents. At its core, this authority is about partnership between cities, the county staff and elected officials, and among the communities that we serve. During this interim period, we're seeking a steady and thoughtful leader who understands that progress is a multi jurisdictional environment that depends on trust, communication and respect for governance roles. While we do have important operational and contractual milestones ahead, including the adoption of the initial master plan and facilities agreement, how we move through this period matters just as much as what we accomplish.

 Speaker 2 - 13:08

We are looking for someone who can maintain continuity, manage consultants, support staff, build confidence among our members, and help ensure that when a permanent executive director is selected, they inherit an organization that is aligned, organized and positioned for success. We appreciate your experience. Look forward to discussing how you would approach building those relationships and guiding the authority through this next chapter. So, Mr. Chair, I was not present for the previous hiring of the executive director. I know that this is a much different situation, so I don't know if it needs to be as formal, so I will. I have a couple of questions. I trust that everybody has been provided with the resumes of a three gentlemen. So how you would like to proceed?

 Speaker 1 - 13:55

So just to just clarify, we had the resume of Mr. Solomon. Has he withdrawn?

 Speaker 2 - 14:00

Yes, he.



Speaker 4 - 14:03

Okay.



Speaker 1 - 14:05

So for the decision making on this for the. For the members, it's really up to the.



Speaker 5 - 14:10

The will of the board.



Speaker 1 - 14:13

Process could be as simple as alphabetically and asking the candidates who are not presenting to simply step out just to keep. Or they're welcome to stay depending on the will of the body. I would suggest we limited at least initially to 15 minutes for presentation, Q and A and then call back anybody that we wish to have additional comments. I'm not sure we'll get there today. We don't. We. Again, as was said at the last meeting, we're not shoehorning this. We're not going to force into it. If we feel comfortable where we are today, then we can certainly have that discussion. So the members should not feel the pressure to try to come to a decision today. I know member Riddell is on the phone, so member Ridell, continue to remind me because I know you may have some questions as well.



Speaker 1 - 14:58

If I forget, I apologize. But please be sure to raise your hand and we'll make sure that we don't forget you. Member Newton. Yes. I think for all fairness, I think if all three of them are here or is one online today. Okay, well, fairness, I think for questioning they should step out or be off online because it's. I think it's unfair for two people go. The third person has all the. All the answer, not a question, but all the questions and give them a little more time. And I just for fairness, I would like to see. Why don't we do the online first? That's fine. Yeah, that's. That's a good idea. No reason not to worry about it. Yeah, that's.



Speaker 6 - 15:34

That's good.

Speaker 1 - 15:36



Okay. What's the will of the body on that? Everybody in agreement? Okay. All right. And then in terms of the order, just alphabetical seems to be the easiest. So there's no preference. Which happens to be at first there you go. Okay. How would you like to. You want them in or out? Okay, so the applicants. Thank you, John.



Speaker 5 - 16:04

Just so it's a clear.



Speaker 1 - 16:05

We can't require them to leave, but if they want voluntarily leave, they certainly can. It's a public meeting. Okay, so we have the. Go ahead and bring up Adolf for us. All right, well, we can move to the.



Speaker 5 - 16:41

Do we have his phone number?



Speaker 1 - 16:44

Let's call him real quick.



Speaker 4 - 16:57

What's that?



Speaker 2 - 16:57

He said he signed on waiting. Is he back in fly. He's not back on yet. Had previously been on.



Speaker 1 - 18:12

So I know he has to you. Chair. Just while we're waiting, I just want to thank chair or member Harlan for again for all your hard work. I know all the rest of us kind of sat back a little bit while you spent many hours doing so. Thank you.

 Speaker 2 - 19:56

I'll try.

 Speaker 1 - 20:00

Really great job. I'll interpret that as a motion for the county to pay for everything. The quiet room. Yes. Okay.

 Speaker 5 - 20:40

You want to just move to the next one?

 Speaker 1 - 20:41

I'm okay with that. Whatever the will is.

 Speaker 2 - 20:43

Hi. What are you saying?

 Speaker 1 - 20:45

Is he in the waiting room? All right, let's make him center. Center screen, please. Radal, can you hear us?

 Speaker 4 - 21:19

Yes, I can hear you. Okay, I hope you can see me. Image looks a little choppy, but I can hear you.

 Speaker 1 - 21:29

Okay, so to begin, let me just outline as we did in the event you hadn't heard. We're going to begin with 15 minutes. You're welcome to make a presentation. We have your materials. The members may have some questions at that point. The other applicants are presently outside the room. By agreement. They weren't forced out. By agreement. And so we'll begin with you. And so the floor is yours, sir.

 Speaker 4 - 21:56

Okay. Right now or. Yes, sir, you said. Okay. First of all, I'm sorry, you know, we. We have to make this meeting under the circumstances. And technology is great. We're so dependent, you know, on it. But at times, you know, like this, it's not the best. But instead of not being there, you know, reaching out this way and hopefully connecting, you know, with you and presenting myself and answering your questions without, you know, problems and if. If it becomes an issue, it's just. Maybe just a bad luck, you know, today.

 Speaker 1 - 22:41

Yes.

 Speaker 4 - 22:42

Okay. Well, I am right now on a family vacation in Northern Virginia, and I really grateful to be able to address the, you know, the board. And I know you are looking for an interim executive director. And I am very much suited, I believe, for this opportunity and also make myself available and assist the Board and also the community. I live in Coral Springs. I've been living there over 25 years, and I've been Broward county resident for the same length of time. And during that time served in many capacities and made a lot of acquaintances. And we have had many challenges and also many solutions.

 Speaker 4 - 23:56

And the challenge of solid waste, just going back, you know, how to deal with it, how to manage it, how to make it timely, orderly, inexpensively, and yet respecting the nature and creating as little environmental issues, it's a huge challenge. I mean, that's everybody is trying to tackle directly or indirectly, regardless of government or private sectors, different industries, and we are all involved in some shape or form. But apparently the government, especially in environmental departments, have the responsibility more than ever. And like what you have been doing ever since the Resource Recovery Board dissolved, then after that, and it was a bit of an open field and not knowing what was ahead, and everything was simple and it was more confusing.

 Speaker 4 - 25:15

And during that time, I served as city manager of Coral Springs and I had many dealings with the parties, whether it was resource recovery, the board, Waste Management as the principal entity there, and Wheelabrater was the entity initially did the recycling for many Broward county residents. And once the agreement expired, the ILA agreement, and as you all know,

 Speaker 1 - 25:54

We.

 Speaker 4 - 25:54

Kind of had to figure out how to go separate ways. And obviously we tried to make it as inexpensive, as efficient as we could. But like everything else, there were challenges and how the direction of industry, especially how the landfill was supposed to be last resort, and it was becoming increasingly, you know, more, you know, used. And I think the leaders, the community public became, you know, more and more concerned about it and what to do about the future, what to do about the, you know, increasing waste and. And how to. Okay, you there?

 Speaker 1 - 26:44

Yeah. No, somebody else interrupted. Make sure everybody else is on mute if you're on.

 Speaker 4 - 26:48

Yeah.

 Speaker 1 - 26:48

If you're online, please mute. Hang one second. If you're online, please mute yourselves so that we don't have any interference. Go ahead. Or do. I'm sorry.



Speaker 4 - 27:02

So that was, I think, the genesis of this emerging new challenges along with the global warming. And we started experiencing directly those of us living on the coastline, or just simple changes in the weather patterns and increasing CO2 users just increasingly, I think, made us aware to become more involved and invest more in how to deal with these challenges for our future generations. And I think what the county leadership, the second time around and taking these steps and establishing the new Solid Waste authority and bringing 28 out of 31 inner cities which is not an easy thing to do anytime and. And creating a partnership and also looking at the sum of the parts better than a single entity and by no enemy. This is a very difficult, challenging task.



Speaker 4 - 28:30

But my hats off for the leadership and tenacity and the board, you know, insistence and also getting people having meetings, public hearings and sharing information, convincing the public why this is something we have to do, we can't just, you know, wait or everything is already becoming very expensive and we're running out of landfill. And so it's really, truly hats off for the board, the staff, the county, and also the municipalities. And this is a big county. It's not easy to, like I said, to get anything done. But at this point, I'm sorry your executive director had to leave and there is a vacancy occurred and somebody needs to come in and try to fill that position as much as possible. And I believe I can do that.



Speaker 4 - 29:49

And I believe, first of all, besides why I am suited for the position, why you should consider, I am truly believing our responsibility as leaders, as public, and why we need to tackle the environmental issues. We can't wait after the fact and try to fix something. Many times it's impossible or it's prohibitively costly. I am believing this and I am looking at it as a public service. And this is my share of doing, you know, and getting involved and doing my share for my family and for my, you know, grandchildren and for Broward county, the residents. And I have. Been involved in many, I shouldn't say many, but quite a few projects at the county level. One of them was the solid waste and recycling issues during or after Resource Recovery Board was dissolved.



Speaker 4 - 31:15

And also the police communications and radio, you know, 911 system concentration. You know, I was also part of that effort, you know, going back about, you know, 10 years ago. And I've. There were many times I was on the opposite side or a minority in a position and. But that wasn't anything which held me back. In fact, many times just expressing why you have a minority position, why you have. You're not going along with the consolidation at the time. And it was initially perhaps misunderstood, but later on it was respected. And I have built network of friends and professional relationships with colleagues, and many of them are still in Broward county and many of them are still involved. And I believe I can be truly helpful for the board with my financial acumen and knowledge and experience and know how.

 Speaker 4 - 32:37

And I'd like to solve problems instead of creating problems. And I like to take care of some moment, take A step back and think about it and come back and try something again. And I believe in that. Public service is an opportunity given to us. And many times we scratch our heads and sometimes it looks impossible, but there's also always a solution. And when something is resolved and fulfilling, you know, your goals and fulfilling the community goals makes us, you know, better citizens. And so just gonna stop at this point, but before, I just want to say one more thing. I retired about seven years ago. And after that I did some consulting and some coaching. And past three years I have been serving on the Certax oversight board as a board member, as a former city manager.

 Speaker 4 - 33:48

And I'm doing something similar, but not administrative work, but also looking at the issues and challenges from municipalities in a point of view, if I may. And I'll stop.

 Speaker 1 - 34:03

Okay, thank. Thank you. A couple of quick questions and then the members will have some questions. Have you read the master plan and the facilities amendment?

 Speaker 4 - 34:14

I have. I read the executive summary of the master plan. It's about what's your impression?

 Speaker 1 - 34:22

What's your impression of the master plan? Based on the executive summary and the.

 Speaker 4 - 34:26

Scope of it, I think it's doable. I want to say it's ambitious, but it's very realistic. And the timetable ahead of us, it's achievable. I believe this unfortunate departure of the executive director is maybe a step back, but we can continue the momentum. The master plan already has taken so much information about where we are and where we want to be and what our issues, challenges and what we want to do and what we don't want to do, like creating new

plants and new landfills and all that. I think roles and responsibilities of the county and 28 out of 31 municipalities is fairly open, honest. And we just have to be more. Flexible because there's always unknowns. Like one of your meetings I watched about the future recyclable, the rates at the cost.



Speaker 4 - 35:47

And we know it's going to be better, but at the same time we want to see the numbers. And this is a process like you mentioned during the meetings. We have to find better information, but we can have final information, but it will definitely be serving the globally better interest of Broward county residents. And I think the future estimates forecast look pretty convincing, pretty accurate. I wasn't there at the meeting, but I'm pretty sure those are fairly substantially proven and researched. The South Florida Broward county population continues to go up and we are generating more waste. And I think there's something mentioned also several times. This is not an impossible task, impossible dream. We already have the Collier county and Palm Beach county at 75% in a recycling. And if they can do it, why can't we do it?



Speaker 4 - 37:11

I mean, it's just really a matter of getting people on board. And if the urgency is truly understood and explained and communicated, people respond positively, but they have to believe in us, and we have to be honest. We have to give them what to expect and then share those results. And if we don't get there right away, we need to explain it. We may fall a few more times, but we need to get up and move on. Thank you.



Speaker 1 - 37:47

Thank you for that. We don't have any room to fall right now, unfortunately. Have you had the opportunity to view the last meeting where there was a presentation on the financial modeling that focuses on economies of scale and phasing, where the first phase is to maintain the current assessment for the next year, then to work together on an RFP to achieve economies of scale in the area of recycling and then move into the other commodity streams and waste streams.



Speaker 4 - 38:18

I watched the meeting and also the presentation. Just bear in mind my involvement is very limited at this point. But what I heard from them, you know, how the fees would be structured and the surcharge of \$6, I think that's the initial number. It sounds pretty reasonable to me. And that number could change, it could go down. But I think \$6 is a good number to start with.



Speaker 1 - 38:57

And in fairness, it's been a short period of time, so there'll be more to digest. Just to clarify, the \$6 is off the table at this point. The point is moving towards economies of scale through flow control and focusing first on the recycling and achieving the best savings possible there. What's your view on what happens if we fail? As you know, the timetable for this is approval projected by August. And if we don't achieve that, the ILA fails completely. What's your view on what happens?



Speaker 4 - 39:31

I can't see why we can fail. We have time, but we need to change gears and we need to go ahead and set up the meetings with municipalities, the large ones and the middle size. And just even if we have to do, we can do individual municipality meetings or we can do it with more than, you know, one. Just bring it out and hash it out and let, you know the process, continue, answer questions. It may not be, you know, 100% at this point, but I think once we know that we are truly doing the right thing, then we will take chances and we shouldn't really just wobble over maybe A dollar or two, or is it going to be a tonnage? Is going to be the population. And there are hybrid ways to calculate that too.



Speaker 4 - 40:40

But if we know this is the right thing to do, I think we can make that happen.



Speaker 1 - 40:47

Okay, thank you. Last question, because then the other members will have some questions. Are you able to describe for us what you believe your relationship is with current city managers and folks within Public works responsible for solid waste throughout Broward County?



Speaker 4 - 41:05

I want to say really very well. You know, when I served as city manager, even after I retired, I hung around in this county because that was part of my plans, live in very good terms. So you can continue to live here and work here and not be shy about meeting people in public. And similarly, other cities, whether city managers, some of them, I coach them, and public works directors and, you know, I've had dealings in IT through my public works director or one one. It was very cordial and really, I can't say anything negative about it. And if there was something that potentially a problem, we could just speak among ourselves and then see how we can resolve, how we bring in a solution.



Speaker 4 - 42:11

And I can't really, you know, remember a major issue, maybe during the hurricane after there were different companies picking up degrees and that's when also Public works get involved heavily. And, but it was nothing ever, you know, lasting. And so I, I, I want to say I have very good relationship.

 Speaker 1 - 42:37

Okay, thank you. I'm going to turn it over to member horland.

 Speaker 2 - 42:40

Thank you, Mr. Chair Erdahl, so nice to see you. Thank you again for. It's only been a week since our initial conversation and I know you've been out of town and I really appreciate you putting yourself forth. You understand how important this mission is. So I have two questions. As you know, this SWA is operating during a leadership transition while also navigating diverse municipal interest and political sensitivities. How would you quickly establish credibility with elected officials and administrators while directing consultants, staff and operations?

 Speaker 4 - 43:16

I would, you know, immediately start. My first meeting will be obviously with, you know, staff, administrators and members of the, you know, the board. And that is, like yourself, made out of, you know, quite a few, you know, communities and municipalities in Broward County. I would meet with each one of you and probably the first week and get directly, you know, from you what you want me to know right away. And, and obviously with sunshine, we have to either have public meetings and sometimes those meetings are not easy to set up for a week or two and they are already scheduled, but we can meet one one and I would immediately do that.

 Speaker 4 - 44:15

And in addition to, it will be easier for me to call city managers of respective cities and just call them directly and how we can meet and maybe two of them at a time because time of the essence and this is something we have to make sure we best utilize. And the staff, they are looking up to us and they're not quite sure what this change is going to bring. I think my story has always been just be have one story regardless of who you're dealing with, your elected officials, your peers or your subordinates. It's the same story. It doesn't take a different shape or meaning and be as honest, as straightforward as you can. And that way sometimes the bad news, or I say unpopular news, not everybody wants to share it, but I don't have any problem of doing that.

 Speaker 4 - 45:24

And as long as they see that I am honest and that's what I would do.



Speaker 2 - 45:30

Thank you, Ardal. I have one other question before I turn it over. My colleagues Solid ways governance can attract public attention, media coverage and stakeholder advocacy. What challenges, whether from member cities, industry stakeholders or the public, would you anticipate as we go forward?



Speaker 4 - 45:50

I think, you know, anytime we're in public settings, we're just, you know, used to being criticized and that's just, you know, part of the, you know, the field, the industry, you know, we've chosen but having said that, the media is doing its share and sometimes they would like to put add some, you know, more tuned to it but it's, they're doing their share and public many times don't get involved and then they hear about it after the fact. I think more communication we do directly as you have, you know, started in past couple of years and just channel the information and also give the good news with the not bad, you know, good news and why that happened, why sometimes it's necessary to do something, you know, unpopular to share with publics and gain their trust and then, you know, take it from there.



Speaker 4 - 46:59

Let's do things not for just for today, but it's truly, you know, long term as far as member cities, they have, you know, their own ways of dealing with, you know, public not much different than, you know, one another, but you know, they're slightly different. There's just each community has its own, you know, unique characteristics and we also have to respect that and we also should make resources available if there's some confusion about it or if some numbers or results, you know, misunderstood or not clear and we'll make an extra effort, you know, to give the benefit of the doubt and, you know, and talk to them, just explain it. And many times something looks silly in the beginning and it resulted in it pretty soon after.



Speaker 2 - 48:00

Thank you, Erdal.



Speaker 4 - 48:02

Other members thank you.

 Speaker 1 - 48:05

And member Rydell, if you're online, just raise a hand and Clay will make sure to point out for us. Thank you for coming and seeing us today. Just one, that's more another question than.

 Speaker 5 - 48:17

I know you said you're gonna go.

 Speaker 1 - 48:18

Right away and talk to the small big cities and the middle sized cities, but there's a lot of us little cities out there too. So, you know, when you say things like that, make sure you include all of us and not just part of this board.

 Speaker 5 - 48:32

Thank you.

 Speaker 4 - 48:33

Okay, thank you.

 Speaker 1 - 48:34

Any further questions from the members? All right, thank you, Erd. I'll appreciate it very much.

 Speaker 3 - 48:39

Mike. I have. I have. I have two questions, Mike.

 Speaker 4 - 48:41

Okay.

 Speaker 1 - 48:42

Remember right now. And member Coburn. And if anybody else does, please have your hands up to the other members.

 Speaker 3 - 48:47

No, thank you. I apologize to my colleagues that I'm not able to be there. I'm actually in Tallahassee on city work. I'm trying to put my hand down. Erdal, I appreciate you being here. I guess here's the two quick questions I have for you. They may not be so quick in their responses. I saw, obviously you've been in Coral Springs a long time. I'm an elected official in Coconut Creek. I'm familiar with what you've done in your leadership. I've spoken when I saw the interviews that some of your past colleagues on the commission, none of your. The current members, but just some of the people in the past. My question is this. And deals with more of a regional issue. What cities? And Scott, I think you got there a little bit.

 Speaker 3 - 49:22

I just want to know what cities you're comfortable that you believe you have relationships with on staff level people. And when I say staff level people, I mean traditionally people are in government a long time. You were with Coral Springs a long time. What are some of those cities that you have good relationships with? If you can highlight that to the executive committee?

 Speaker 4 - 49:40

You know, obviously, having spent almost half of my career in Broward county and being with this municipal government, it was natural to, you know, create relationships, you know, with everybody. But in the same time, your neighboring city has become the one of the first ones you deal with or you have some issues or solutions or problems, you know, and also during the hurricanes, you know, you come to. They come to your rescue. And you come to the, you go to their rescue. It just happens naturally. It starts with the neighborhood first. And I started with Tamarack and with Margate, with Coconut Creek. Parkland was always next to us. And then over the years I had the chance of dealing with Sunrise and the public works issues, whether it was solid waste issues or dispatch communications, you know, typing of issues.



Speaker 4 - 50:56

And I was fairly close to Lee Feldman, you know, from Fort Lauderdale and was there Ismail when he was in Hollywood. And I had Charlie Dodge. I knew him for many years. We really didn't spend that much time together but you know, we all respected, you know, one another. And the Deerfield area, they have new leadership, you know, now but. And I had the central, you know, broad cities, Lauderdale Lakes and Lauderdale. And many times we did projects together or serve in the same teams and just happened over the years. And so it's not really a hesitancy or issue to reach out. In fact, I feel my role on the Surfacing board being a former city manager and trying to balance the resources because there's always a perception that Fort Lauderdale and eastern cities would get the lion's share of resources.



Speaker 4 - 52:22

And that may or may not be true. That may be true one year, maybe it's not the following year. But in the long run our in a job is to balance it out and make it more level playing fields. And that part of that goal I tried to reach and elevate projects in central Broward where a lot of flooding happened like two years ago. I have no issue of if I didn't repeat, you know, daily software stretches, you know, and, but we have had dealings one way or the other over the years. Okay, fair.



Speaker 3 - 53:11

And then my follow up is this in your time in Coral Springs traditionally, and I can tell you this because I know in my city right now my deputy city manager is really the guy that's the hands on individual that's dealing with procurement, specifically when we're bringing in new garbage contracts. In your role as city manager and deputy city manager I just would be, if you can highlight to myself and my colleagues the experience you have in the negotiation and or changing procurement process going from one hauler to another. And I say it because was your whole tenure the same hauler with extensions or did you go through the procurement process and could you highlight that for this board, please?



Speaker 4 - 53:50

Initially it was extensions because it was convenient and at some point we had to get a new hauler and we negotiated a new contract for hauler and at that point the Hauler was a separate entity and we negotiated a separate contract for recycling. And, and it was, I believe it was. No, went with Willabrader. The other one was San Bergeron. And at that point we looked at what was best serving interest of the city and we tried to maintain the same level of service and same time reduced to the yearly fee from like, if I, if my memory is right, it was like \$350, I'm sorry, \$250 to 199. It was, you know, it was net gain. But as, but that was at that time and as time, you know, gone on, things change. It was a new market, new reality.



Speaker 4 - 55:07

But I did get involved with the process. I personally felt this is not something I'm going to be doing very often. And also one of the things, I'm just going to throw it in here if it's value to you. We had an existing team going around the city and it's like a cleanup group. And every two weeks they would pass every single street in the city and some areas, you know, more often. And so I thought that was an opportunity with the new selection of a waste contractor, which wasn't really their business, but I thought, you know, why don't we have. The rest of the city is also cleaned up and we, we can ask the successful hauler or make the haulers to reimburse us for the costs which will be, you know, equal to the cleaning up of the city.



Speaker 4 - 56:19

And not only the new hauler agree to that. And also we increase the frequency from every 15 days to once a week in some areas, more than once a week and the city became a lot more cleaner.



Speaker 3 - 56:34

So first of all, thank you, Mr. Chair. I yield. Any further questions? Thank you.



Speaker 1 - 56:40

Thank you, Member Colburn.



Speaker 2 - 56:45

Thank you. I have a couple of questions. The first one regarding your experience and more importantly, lessons learned that you have from other systems regarding master plan rate stabilization or long term capacity management.



Speaker 4 - 57:14

I'm sorry, you have a question.

 Speaker 2 - 57:20

The question is what lessons have you learned or what experience that you have had that directly deals with master planning, rate setting rate and long term capacity as waste capacity, whether here in Broward county or somewhere else.

 Speaker 4 - 57:50

I hope I will answer your question. I wasn't clear about that when I first heard. Maybe it was a miscommunication here. Lessons learned is like every major initiative, every major project we undertake and it doesn't have to be wasted. You know, it could be a major undertaking of a city, it could be, you know, downtown development. But this is waste. And recycling involves every single member of the community, whether residential or commercial, and whether frequency is different. And this is something we also have to live with. Many times we inherit the contract from somebody else. We continue and there's a chance to make improvements with a new contract or new amendments to the existing inner contracts.

 Speaker 4 - 59:05

I think we shouldn't be shy about where we are making, you know, where we erred and where we made mistakes and how we can, you know, not repeat those. And also the supply chain issues, you know, come up time to time. Cost of, you know, delivery, you know, becomes so much more difficult. And I think that might be the case, like recycling is a good example for that. That were able to ship everything, most everything out of the country. But at some point it became an issue. I think we have to be at top of things, business and services deliveries, compliance, where we are, how much our residents, our customers are in a, paying for it and what they get in return.

 Speaker 4 - 01:00:11

Also we need to make sure it's just like everything is being surveyed these days and continue to survey and find out if we are up to the expectations and if there is room to make changes, lessons, you know, learn, you know, and we should do that. We should address those and then go back and check again with the customers. Did we do the right thing? That's part of a strategic plan, a lacto master plan. It's a living document and it continues to evolve. But the principles stays, you know, principles are there, principles don't change, but the strategies, tactics do change over time. And I think more we keep our residents, customers informed and I think better off we will be.

 Speaker 1 - 01:01:22

Thanks to the members.

 Speaker 2 - 01:01:23

Thank you. There was one.

 Speaker 1 - 01:01:25

Yeah, I'm not going to. We're at 45 minutes and we want to make sure that we provide equal time to everybody. And we have a hard deck at 3:30. So Erdell, to the extent, there's still some more questions, but to the extent you might be able to reel in the answers if you feel appropriate, that would be great. Go ahead. Member Colburn.

 Speaker 2 - 01:01:42

This one is probably quicker. I just wanted to know how long will it take you to come up to speed? We have a very limited, you know, you have a six months assignment to get us through this. How long will it take you to get up to speed with the issues that we have here in the authority and throughout the county when it comes to our master plan?

 Speaker 4 - 01:02:14

I believe it should be fairly quick, probably a few weeks. I'm assuming that we still have the Administrative staff and we have consultants there. I mean, there's so much work is already being done. I feel like if I'm going to be playing the role of a maestro, then I'll do that. And within maybe a few weeks, I should be up and running. I don't have any other obligations right now. I haven't made any promises. I may have to resign from the cert Export. I believe this will be a conflict. And then as far as just trying to catch up to the schedule, I think we can. We can do that. You know, God forbid if. Yeah, yeah.

 Speaker 2 - 01:03:18

Thank you. Appreciate you taking the time from your vacation.

 Speaker 1 - 01:03:22

Thank you.

 Speaker 4 - 01:03:23

Yeah.

 Speaker 1 - 01:03:24

Again, we're going to move to the next applicants. We can't, you know, force you not to participate and continue to watch the others have stepped out for this. So I leave it to you to make that decision.

 Speaker 4 - 01:03:35

I'll sign off and then I'll, you know, wait to hear from you. And in the meantime, and with this opportunity, or, you know, without, I'll be more, you know, really honored to be, you know, part of this process than just, you know, provide whatever I have and share with it. And as a Broward county resident, and that's really makes me so happy and pleased and just keep up the great work you all doing.

 Speaker 1 - 01:04:06

Thank you. Adele. Nice to see you again. All right, so at this time we'll call Mr. Feldman, just in alphabetical order. If somebody could ask Mr. Feldman to come, maybe a member Ryan or volunteer from the county. I'll interpret that as a motion to have the county pay for everything. I think we all have it. Good afternoon, Ms. Feldman. By way of process, we'll give you whatever time you wish for a presentation, but generally 15 minutes should be planning for an opening statement. And then the members may have question. You'll have equal time for questions, which will be a total of approximately 45 minutes if necessary.

 Speaker 4 - 01:05:01

Okay.

 Speaker 1 - 01:05:01

You may have to the microphone. There is a little head or something. You got to push there. Turn it on. There you go. You're on.

 Speaker 5 - 01:05:13

Okay, thank you. Thank you, committee members chair, for the opportunity to talk to you today. For those of you who don't know, my name is Lee Feldman. I've been a public administrator for over 36 years. At this point, I am retired. My last tenure in local government was with the city of Gainesville as their city manager. Prior to that, I was the city manager for the city of Fort Lauderdale for about seven and a half years. And prior to that, I was the city manager of Palm Bay and part of that City Manager of North Miami. Honestly, I did not have a lot of time to prepare presentation for today. So I will be very brief and tell you what I know and what I don't know about the Solid Waste Authority and the efforts for an interim Executive Director.

 Speaker 5 - 01:06:14

As I look through the ila, there were several sections that I think are critical to make sure that we understand the course of formation through Article 1, the commitment to the waste stream and Article 3, the community obligations that are required under Article 4, the out of state disposal in Article 5, the centralized building issues contained in Article 6, flow control in Article 7, default termination, of course in Article 10, and of course the duration of the agreement. I sort of looked at the interim executive director role in three stages, immediate short term and then the concluding stage. In the interim.

 Speaker 5 - 01:07:04

In the immediate, which I would say the first 30 days it would be the individual would need to understand and on behalf of the Solid Waste Authority, make sure that the waste stream commitment was there, the verification, make sure that the contract and agreement status that's required under Article 11 is moving forward and that the master plan and the facilities implementation that's required under Article 3 commence short term. Oh, and then let me also back up, I think critically important during that first 30 days is to start a process with the board to ensure that you have a new executive director in place as soon as possible.

 Speaker 5 - 01:07:50

In the short term, which would be 30 days 31 to 90, to conduct a participating community obligations audit which is required under Article 4, to commence the centralized billing compliance which is required under Article 6, and then to commence flow control enforcement assessment that's required under Article 7, and then the remaining days 91 to 180 to look at out of state disposal compliance master plan implementation and the strategic positioning, and then to also make sure that there's ample time to transition into a new Executive director and to assist with that activity.

 Speaker 5 - 01:08:40

I think, you know, looking at the ila, I would tell you that the interim executive director needs to be conscious of some risk and compliance issues that are going to be out there, such as waste stream diversion, hauler contract provisions that may be missing in contracts, performance, bond deficiencies, late payments to contractors, out of state, reporting failures, and so forth. And then I think the key also is to make sure that the interim executive

director understands stakeholders and commit and commence the engagement strategy. And of course that's with the governing board and the executive committee, it's with the county Administrator's office, it's with the public works directors of the county and the participating communities. It is with the solid waste contractors and of course with the authorities, council and the Broward County Attorney.



Speaker 5 - 01:09:41

So that in conclusion is how I would approach a six month tenure as an interim executive director. Making sure that you were positioned for compliance, especially with Article 3 of the IOA and to make sure that you had the adequate transition to a permanent executive director, a position which by the way, I would tell you I am definitely not interested in. I'm happy to take any questions you have.



Speaker 1 - 01:10:11

Thank you, Ms. Feldman. First, but let me offer a little bit of a potential for refocus to give you a context of where we are come August. We may not exist. We are on a tight time frame to get the ILA cities to approve the facilities amendment and essentially endorse the master plan beginning on March 23. The cities are expected to have presented to them the facilities amendment for approval in that period of time. While it's just my personal view, while setting up for compliance and all the other issues based on the current posture of the master plan and the expectations of the financial modeling, if we as a community 28 or whatever percentage of 28 in the county don't approve the master plan and the facilities amendment, there's nothing to transition to. As a result.



Speaker 1 - 01:11:05

The focus for an interim is coordinating how to get out to each community, how to get out to each of the public works and solid waste experts within the communities and the elected officials to address their concerns questions and move us towards. Yes, I want to lay that out. Is that, is that part of your understanding?



Speaker 5 - 01:11:31

Yes. And I believe that there's a deadline, maximum deadline of July 21st, it's in August.



Speaker 1 - 01:11:37

But in reality, as you well know, if we are not done by mid June, getting commissions in the summer is more challenging.



Speaker 5 - 01:11:47

Absolutely.

 Speaker 1 - 01:11:48

So the work that would begin is throughout the month of March and beginning to make sure all of the meetings are scheduled and the priority being understanding each of the details of the master plan, understanding the financial modeling and to be able to engage both TAC members and the community at large. So let me just begin with that understanding what is you if you've had the chance. And again this has been a drinking by you know, from a fire hose sort of situation. So I understand that. Do you have an impression yet of the master plan and or the facilities amendment?

 Speaker 5 - 01:12:26

So I've briefly looked at the master plan and some materials on the financial plan as well as the facilities on there. I will tell you it is not going to be an easy task on there. I think it's going to be important to make sure that the 28 participating cities and the county are aligned with the philosophy that we are all much better when we do this together than when we do it individually.

 Speaker 1 - 01:12:57

Interrupt you there. Why. Why would you say that?

 Speaker 5 - 01:12:59

I'm sorry?

 Speaker 1 - 01:13:00

Why would you say that is a principle that needs to be understood.

 Speaker 5 - 01:13:05

I think you, if you look at Broward county people, the residents here, the neighbors that live here, don't necessarily think of themselves all the time as residents of a particular city or participants in a particular solid waste system. The residents think that they've moved the garbage to the curb. The businesses believe that they move the garbage to the dumpster and that it is handled at a cost, but they don't understand the intricacies of compliance. They. They want a service. And this is my expectation as a neighbor that when you dispose of something, they may not care where it goes, or they may care where it goes. They want it done as efficiently as possible, as cheaply as possible. And if they don't get it efficiently or cheaply, they don't want to participate in the system. They may not proactively recycle.

Speaker 5 - 01:14:14



They will not, they will not work together as a community in order. Because, because we're 31 cities in a county here, it is extremely important that the communication to the residents is consistent and that they are convinced that the system works.



Speaker 1 - 01:14:44

Right.



Speaker 5 - 01:14:45

I mean, I used to tell people that, you know, I used to say we should have different colored garbage cans to distinguish ourselves between our city and neighboring cities. In hindsight, that works if it's an independent system, but it not going to be able to deliver an independent system in today's environment efficiently and cost effective. So the Solid Waste Authority becomes the tool where you can have one voice communicating. It is the tool where you can have the most efficient system created. And I mean, if you go back to the old saying that Ben Franklin had, we must all hang together or most certainly we're all going to hang separately. Okay, that sort of becomes the solid waste paradigm here.



Speaker 5 - 01:15:38

So we're either all going to do this and make the most efficient system that is available at the lowest price for our neighbors, or we're going to have 31 different systems. 32 different systems, if you count the unincorporated area of Broward County. 32 different systems that aren't going to have consistent messaging. It's not going to make it easy for the neighbor to. To recycle. It's not going to make it easy for the neighbor to dispose of garbage. It is not going to Provide it in the most cost effective manner. And that is a recipe ultimately for failure.



Speaker 1 - 01:16:19

During your tenure with Fort Lauderdale, I know that we all worked together as the RRB fell apart. What is your view on what has happened since the RRB fell apart and the cities went their own direction?



Speaker 5 - 01:16:39

I left Fort Lauderdale sort of when all that was happening. But I will tell you that the economies of scale no longer exist. That the idea of every city for themselves does not provide for good flow control and that does not provide for ultimately the good. The good efficient disposal of goods. I mean, from a. You can look at a number of different ways. I mean, everything from carbon footprints to. To just the, you know, the efficiency of disposal. On when garbage goes down one street and one side's in one city and the other side is another city, to how commercial waste falling is handled. It just. I think it is a classic example of how government doesn't work when everybody thinks that there's a better solution instead of looking all together as one solution.

 Speaker 1 - 01:17:45

To that point, there are two sides of the coin on this. There are those who may say it's just cheaper to go ahead and landfill it and focus on recycling or the various waste streams like yard waste, composting, construction, demolition debris, commercial recycling. And there are those on the other side who say even if it's cheaper in the short term, in the long term, we're going to pay a lot more and that we're going to be subject to the vagaries or the inefficiencies or the monopolistic behavior of the market. What is your view?

 Speaker 5 - 01:18:21

There are two things in this world everybody hates. Change and the way things are. Right. And. Well, it's true. I mean, if you look at local government, I mean, this is just one more example of that on there. I don't think you're ever going to create a system that everybody's going to agree to. That's why it's important for the communities to come together and collectively make a decision. Some will agree with it, some will not. I mean, you all see this on everything from zoning issues in your communities to even regular procurement of goods and services. That is the democratic way. We will, with a small D. That is how communities come together and coalesce to make a decision and hope that they can bring everybody along at the end.

 Speaker 1 - 01:19:20

Two more questions. If, however, this process of getting to yes with the ILA fails and the years that have gone into pulling together the Solid Waste Authority evaporates, I'm not asking you to be a psychic or to be able to forecast the future with great particularity. But do you have a general sense of what that would mean to Broward county in the context of solid waste and the flows that we have to address by landfilling, WTE or otherwise?

 Speaker 5 - 01:19:53

I can make up answer, but I won't. I have no idea. Right. It's. I have not followed the solid waste situation right now, but I can tell you that we can scenario build and we could look at the different scenarios under different schemes that will happen and try to forecast what those what will happen. I mean, I just can't tell you up here today what I think.

 Speaker 1 - 01:20:22

Okay, I'll accept your answer. Last question. Can you describe for us your relationship in two contexts? One, currently with the city of Fort Lauderdale, both staff and the commission, and secondarily with other municipalities, particularly the midsize and smaller cities, not so much the bigger cities that you may have dealt with regularly. And I know Fort Lauderdale thinks of itself as the biggest one, but with the midsize and smaller cities across the county.

 Speaker 5 - 01:20:50

Sure. Let me do the second one first. I still participate in the Broward County City Managers Association. I think people know me. I'm still active in all the associations both at Broward County, Florida and the International City County Management association, which I was present of back in 2016. So I think I have a solid reputation among the professional managers in Broward County. With regard to Fort Lauderdale, I do not see any issues there. I get along with the commissioners, both past and present, as well as key members of the staff, including the city manager.



Speaker 1 - 01:21:33

Okay, thank you. I'll turn it to the members that are present. And I just note that member Rydell looks quite the governor shape image up there. So thank you, Member Rydell, for that. Member Mater Bone and member Shum and member me then, Member Rydell.



Speaker 2 - 01:21:50

Thank you, Mr. Chair. Thank you so much for coming prepared. Really enjoyed your conversation and your feedback and you have a great sense of humor. My question for you is in regards to. To as you know, this is a county effort. We do have cities that are not involved in this process. How would you bring them along?



Speaker 5 - 01:22:10

So my understanding is there are three cities that are not involved. I believe it's Pembroke Ponds, Hallandale beach, and I forget who the third one, I'm sorry, Pompano Beach. I think at the same time that you're looking at bringing the master plan and facilities agreements to the participating ones, you need to revisit with the three remaining ones and try to show them again the philosophy of we're all in this together there, you may not have ultimate adoption by all 31 cities, but that doesn't mean that you shouldn't move forward now if you don't have enough cities to provide the scales and efficiencies. That's a issue that ultimately needs to be looked at by the authorities governing board.



Speaker 2 - 01:23:00

Thank you so much. My last question for you is, in regards to finances, we run a tight ship. How are you going to ensure that we are on track, staying on budget, and making sure that the consultants are following through with their deliverables?



Speaker 5 - 01:23:16

So one of the things I did in Fort Lauderdale was actually people accuse me of micromanaging the finances of the city. But I think understanding the revenues and expenses, making sure that the cash flow is consistent with the expectations is critical. If we have consultants, and it's, you know, consultants are really good about taking your watch to tell you what time.

 Speaker 1 - 01:23:43

It is.

 Speaker 5 - 01:23:45

On there. But it's making sure that the consultants are performing the deliverables, are being delivered when they need to be, and that the bills are being looked at to make sure that there are not,

 Speaker 4 - 01:23:58

You.

 Speaker 5 - 01:23:58

Know, there are not extra expenses. One of the stories I tell new city managers is when I was city manager of Fort Lauderdale, I got a FedEx package in from a consultant that had a. One of those stress balls, the squeeze balls in it. And I looked at it and said, why is the consultant that is three blocks away from me sending me by FedEx a squeeze ball? First of all, you know, I understand swag, but the cost. Okay, who pays for that? Ultimately, that is the government entity that they're contracting with. We need to make sure that our consultants are working at the cheapest price, a fair price, and that we're being billed only for the things that the. That the authority is using.

 Speaker 2 - 01:24:52

Thank you so much. That's all for me, Mr. Chair.

 Speaker 5 - 01:24:55

Okay.

 Speaker 1 - 01:24:55

Member Shoeham.

 Speaker 2 - 01:24:58

Thank you, Mr. Falmouth. It's a pleasure to meet you. I just. First, and maybe others know this, but I just want to confirm, are you living in Broward now?

 Speaker 5 - 01:25:08

Actually, I just live across the line now. I live in Boca Raton, unincorporated Palm Beach County.

 Speaker 2 - 01:25:14

Okay, you're in the area. And then just one question, two parts. You can reverse the order, but can you provide for us an example in your career where you have been tasked with persuading a group of people to come along with an idea and an example where you've had to, in essence, herd cats?

 Speaker 5 - 01:25:36

So probably the same example for both. When I was the city manager of Fort Lauderdale, you may be familiar with the marina called the Los Alas Marina. The city had a Marine Advisory board that wanted. It made the recommendation to the city commission to expand the marina, and they wanted the city to do it. And I looked and I said that the city did not have the wherewithal, the financial ability, nor the technical knowledge to expand the marina, which would involve putting new slips and so forth. So I suggested to the city, to the Marine Advisory Board that they. That we look at a P3 public private partnership to. To move that along. They did not like that idea. They disagreed. They wanted to manage the project.

 Speaker 2 - 01:26:28

They.

 Speaker 5 - 01:26:29

They wanted the city to have the risk that was involved. It took about a year to convince them and the city commission that we should try the P3. And if it does, we don't get the proposals in, then we don't get the proposals in. And we go back to, you know, maybe the plan to have the city do it. But that was not going to be my

professional recommendation. It took a lot of discussion and a lot of convincing just to try the idea. When we did it, we got proposals, we awarded a contract, and today it is one of the most successful P3 projects in Broward county on there, but came with a lot of, you know, a lot of hours and a lot of convincing to. To move that needle.

 Speaker 2 - 01:27:20

Thank you so much.

 Speaker 1 - 01:27:23

All right, Member Mead and then member Rydell.

 Speaker 5 - 01:27:26

Thank you, chair. Thank you, Mr. Feldman, for coming to visit us today. When did you leave Fort Lauderdale? December 31, 2018. Thank you. I understood you to say that you are on board with the 31 cities or the 28 cities gathering together to form economies of scale. If I have got that right there, that's correct. With the premise that. That cities are, at this point, still waiting for guidance and direction. Can you tell me the first three things that you would do to get those cities on board? The 28 cities or the 31?

 Speaker 6 - 01:28:11

28.

 Speaker 5 - 01:28:15

So I would have to do an inventory of where each of those cities are, and that would be through discussions with their city manager, or if they don't have a city manager with their. With their mayor on there. I would need to see if there was a. A commonality among concerns or if there were just a couple outliers that needed to be addressed. Once I did that, then I would build a plan of outreach and try to make sure that we had a program that all 28 could sign on to. But again, I don't know what. I don't know at this point, and I don't want to pretend That I know something that I don't know. I understand there's no microphones here, so you're not on record. It's okay. I think I am on record.

 Speaker 5 - 01:29:13

And that's another thing to make sure that, you know, everything we do is in the public's good and on the public record. Appreciate that. Thank you. Thank you, Chair Member Rydell.

 Speaker 3 - 01:29:24

Yeah, Just real quick, I want to take an intro. Mr. Feldman, thank you for being there. But as a moment of privilege to thank member Horland. Somebody wants to say hello to you.

 Speaker 1 - 01:29:35

Hi, Mom.

 Speaker 2 - 01:29:36

That's my son.

 Speaker 3 - 01:29:39

Thank you, Casey.

 Speaker 1 - 01:29:41

Mr. Feldman, family heavy at work in the state of Florida.

 Speaker 3 - 01:29:45

Very, very much so. And her son is extraordinarily sharp. So, Denise, it's been a pleasure. Mr. Feldman, I don't mean to digress, but let me hop into this real quick. Couple quick questions. In your tenure in Broward county, had you held any leadership positions with the Broward City Managers Association?

 Speaker 5 - 01:30:01

No. When I was, when I was active in the Broward association, that was after I was present with the Florida City County Management association. And during my time here in Broward County, I was president of the International City County Management Association. So basically, from a professional development standpoint, you let others who have not been in those higher offices participate in the governance.



Speaker 3 - 01:30:30

Perfect. And then my follow up question is the same question I asked to a previous candidate in regarding your contracts. When in your tenure, city of Fort Lauderdale, how many of, if any, right. How many contracts from a procurement schedule did you go out to bid, take to the ground as opposed to just extending for. And you and Fort Lauderdale are a little different just in terms of some of the. You're a much larger city than obviously what I have in Coconut Creek. But how many different contracts on a hauler level or either on some of your potential other levels? Because I know you had different programming in Fort Lauderdale, did you actually take and oversee going to bid on a.



Speaker 5 - 01:31:07

Procurement level with regard to solid waste?



Speaker 3 - 01:31:10

Correct.



Speaker 5 - 01:31:12

So in Fort Lauderdale, we had a bifurcated system, we had a commercial multifamily, we had a licensing. So it was a complete free market system where entities that were licensed paid the city a license fee. So there was really no procurement effort in that. As long as you met the ordinance requirements, you were able to do that. And with regard to the solid waste haulers, I believe my recollection was were providing that service in house.



Speaker 3 - 01:31:45

Okay, that's all I have, Mr. Chair. The only comment I just want to add now, while Mr. Feldman's there, if anyone wants to comment on it, is. I own a property, a commercial property in Fort Lauderdale. We actually had our choice as a commercial property owner of three different haulers that we could have engaged for our. Our office waste services. So it's a little unique, more than anything I've really seen in any other municipality. Thank you, Mr.

 Speaker 4 - 01:32:08

Chair.

 Speaker 3 - 01:32:08

Thank you, Mr. Feldman.

 Speaker 5 - 01:32:10

And it was also a subject of a lot of complaints because when you have three different haulers that have the ability to have commercial service, you have the potential for three different trucks on the same road. And that's one that's not good for the road. Two, it's not good for traffic and it's not good for the businesses because you're basically getting three different entities that are bidding against each other literally on a monthly basis.

 Speaker 1 - 01:32:40

Well, we're going to keep you out of that briar patch because the hauling agreement is not part of the ILA so folks can keep their own cultural view of what they want to put up with at that level. All right, Member horl.

 Speaker 2 - 01:32:53

Thank you, Mr. Chair. Mr. Feldman, I want to thank you again for taking this call last week. It's only been a week, and I know there wasn't a lot of time to get up to the speak, but I think you've done a momentous job in that. Thank you. Are there any potential conflicts? I know that you have some other consulting agreements that you want to make us aware of or conflicts with in regards to time.

 Speaker 5 - 01:33:13

Sure. So I think the effort is going to vary week to week, depending on meeting schedules and so forth. Candidly, I do not look at this as a 40 hour a week, though some efforts may be longer than 40 and some weeks may be less. I do have employment and engagements with others out there, and I would expect to be able to continue those during this tenure, Though I would probably not take on any new efforts during the. During that time. I do have two efforts that. That do involve potential adversarial positions where. Where Mr. Cole's law firm may be on the other side. I briefly talked to Mr. Cole before this meeting. He and I agree that I don't think there'd be any conflicts that were there with regard to those matters.

 Speaker 1 - 01:34:11

Just to be clear, my law firm isn't adverse. My law firm represents someone who is adverse. So it's not like Mr. Feldman or his entity has anything with my firm. It's just we represent different clients, but.

 Speaker 6 - 01:34:22

That would not be a conflict.

 Speaker 2 - 01:34:24

Thank you for that, Mr. Feldman. Again, thank you for making yourself available Today. Really appreciate it.

 Speaker 6 - 01:34:29

Okay.

 Speaker 1 - 01:34:29

Member Colburn, then we're just about out of time.

 Speaker 2 - 01:34:33

Thank you. Mr. Feldman, you have experience in several counties and I was hoping that you could just share with us. Is there any county that's doing waste right. Or they're doing something now that you would recommend in our. In our waste plan at this time? I know Miami Dade county has dear struggle Broward. We're trying to get a waste plan. You live in Palm beach and there's some other places that you have represented. Is there anything that you can bring to the table from them?

 Speaker 5 - 01:35:18

I would. I would look to our neighbor to the north, Palm Beach County. I will tell you as a resident of the unincorporated area and a customer of their solid waste authority, I have had no issues as a consumer, but I haven't seen their books, so. Right. So I can't tell you with certainty, but from a service delivery standpoint, I have satisfaction. I will tell you, when I was the city of North Miami, I had issues with Miami Dade county back in that time, which was around Hurricane Andrew, 1992, in which I actually became the first city in Miami Dade county to export garbage to this facility that was opening up in Broward county called Willow Greater, where oddly enough, my tipping rate was \$40 a ton cheaper than what Broward county cities were being charged on there. And that was back in 1992.



Speaker 5 - 01:36:26

93, 94, that. That time frame. So the. So I don't know again, what. I don't know. I don't know who has the best practices. And it's not only should be in Florida, it's looking at best practices not only in the state, but around the country and potentially internationally.



Speaker 4 - 01:36:48

I appreciate it.



Speaker 2 - 01:36:50

I appreciate hearing from the consumer standpoint. If, you know, I would have liked to hear something in reference to their capacity or their disposal options, any. Any type of agreements and stuff that you had. If you had anything specific that you wanted to share with that.



Speaker 5 - 01:37:10

I. I do not at this time.



Speaker 2 - 01:37:12

Okay. Thank you.



Speaker 1 - 01:37:14

All right. Thank you, Mr. Feldman. Thank you for some classic city manager lines and opportunity for us to harvest a long list of great one liners that we will use.

 Speaker 5 - 01:37:24

So I. I would just leave you with this. You can tell all your city managers. The secret to being a good city manager is keeping the people that hate you away from the people who are undecided. That will be my last. That will be my last line. Okay.

 Speaker 1 - 01:37:42

Thank you for the opportunity. Thank you, Mr. Feldman.

 Speaker 5 - 01:37:44

Thank you.

 Speaker 1 - 01:37:44

Appreciate you.

 Speaker 5 - 01:37:45

Just what will be the follow up?

 Speaker 1 - 01:37:48

Right, so we're gonna go with Mr. May. We'll probably run out of time here today and then the executive board will have to figure out how to proceed forward. So we'll. We'll make sure Ms. Member Horland follows up with you.

 Speaker 5 - 01:38:00

Thank you very much.

 Speaker 1 - 01:38:01

Thank you, sir. All right. Could someone ask Mr. May to come in? You'll take care of that? Thank you.

 Speaker 5 - 01:38:07

Lee.

 Speaker 3 - 01:38:11

And Mike, do you intend to extend. I. Sorry to interject, but do you intend to extend today's meeting to full complete this or is it a 3:30 hard cutoff?

 Speaker 1 - 01:38:18

I. It's up to the will. I'm unable to extend long. I have a city commission meeting that I need to get to, so we'll have to have a discussion. We see the end of Mr. May giving him equal time. We're going to have to extend based on where we are right now, we.

 Speaker 2 - 01:38:34

Need a motion to extend.

 Speaker 1 - 01:38:38

Let's wait till we get to 3:30 in case. And some of the members have a hard deck as well. What does Lee tell me? Lee said he got the job. I know it's something you have to search for in this building, so. Hey, Mr. May. Good afternoon. Thank you for being here and for your patience. You're the victim of alphabetical order today. And as an R, I can appreciate that. The process so far has been roughly. Each of the candidates had about 15 minutes to make presentation or opening statement, and then we turned it to the board members. That can go on for maybe another 30 minutes. And we'll extend the time of this meeting in order to make sure that we have the full opportunity to hear from you today. Floor is yours. Sorry, bottom there's.

 Speaker 6 - 01:40:09

There we go.

 Speaker 1 - 01:40:11

Well done.

 Speaker 6 - 01:40:12

Okay, down a little bit there. Good afternoon, board members and some of you. I know some familiar faces here, so. So I wasn't really prepared for a presentation or a speech. I can kind of give you a little bit information about myself and. And from what I know that you're looking for here, I might see some familiar face up on the screen up there as well. But I've been in municipal government for 38 years. I started out in Margate with the engineering department, moved over to the public works department after about 15 years or so, and then finished up my career there. I worked as the public works director there for. For many years and then finished up my career as a city manager for two and a half years.

 Speaker 6 - 01:41:05

After I was retired for a little bit, six months or so, the neighboring city asked me to help them find a public works director. And while I was helping him find a Public works director. They said could I maybe sit in for a while for to be the, as a consultant with him? And I did that for a little while. Then they're like, well, can you just be the director? I'm like, you just kind of like brought me right back into this whole thing here, you know, and that's been six years ago. And, and I actually told the city, the assistant city manager at the time that you know, he had.

 Speaker 3 - 01:41:37

Wanted to know how long I was.

 Speaker 6 - 01:41:38

Going to stay there. And I, I told him back then that I was looking at maybe around April of 2026. And here it is one month away from that. And, and they're, you know, they've got a lot of things going on there now. We've got a lot of projects going on a lot with the Surtax, a lot with the Brazilian Florida. We've got some big pump stations going on, a lot of infrastructure projects happening with City of North Lauderdale. That being said, I've been involved in the Public Works Association, American Public Works association for many years and I've served as the branch

president. I've also served as a chapter president. I've been awarded their top 10 award for the national top 10 award in 2017. Big, big honor to get that award.



Speaker 6 - 01:42:30

But you know, I'm still very involved in the local Public Works association and know many of the public works directors, some of them personally, most of them I know, you know, a lot of people in the profession I still stay in contact with, you know, through our organization. So and I know a lot of the people through icma. The managers from ICMA went for my brief stint that I was there with the City Managers association. And so really I think what I bring to the table is just that relate those relationships that I have with the people that are in Broward county and they're all good relationships that I have with them.



Speaker 6 - 01:43:10

I know what we're looking for with this, the solid waste SWA or Broward county is really to kind of bring what you guys have been working on for quite a few years now to bring it home for the last six months stretch, you know, and once that facilities Amendment, the ILA's signed off on and agreed upon to take that to each one of these commissions and some of that will be from the people that I know to really kind of push it and make it happen and take it to them to along with of course the elected officials that are here to bring that home run in, you know, because that's what we're looking for is to bring it in and so, you know, and to finish off the game. And it looks like we're right there, you know, so whether it's me, whether.



Speaker 6 - 01:44:04

Because I've been on the TAC committee, I've been part of this whole thing, I haven't been involved in as much recently. There was another gentleman from our city that's been involved with it, but I've been involved in it, you know, and right there with all of you know, and rooting everybody on and being part of it. So I'm, you know, I believe in what's happening here, and I just look forward to, you know, if I can be part of it and help you out to bring it home, that's great. I'm. I look forward to it. So if. If you decide to go with somebody else, that's great too, because I know it'll still be brought home. So it doesn't really is.



Speaker 1 - 01:44:38

I'm.



Speaker 6 - 01:44:38

I'm okay with. If it's not me, I'm okay. If it is with me, I'd like to be part of it, but that's kind of where I am with it.



Speaker 1 - 01:44:44

All right, thank you, Mr. May. Tell us, for those that don't know a little bit about your experience on tac, your experience in the area of solid waste, whether by contracting or advising cities, and as your role as a city manager.



Speaker 6 - 01:44:59

Well, my role in the tac, when I was there, were looking at whether we should go with special, you know, independent district, dependent district that was part of the role at the very beginning on the. On the section that were assigned to. So were really just kind of a advisory board, and I think that's what the TAC is anyways. Advisory board, of course, just with. By his name. But the city that I was in, the. The elected official weren't as involved as some of the other cities, let's just say. And it's kind of unfortunate they weren't, you know, they don't. They didn't realize, I don't think, the importance of it. You know, even though were involved in bringing information back to them, they would. But they were still okay with it because they.



Speaker 6 - 01:45:44

They would go with what were bringing back and tell them what's going on. So they were okay with it. They're still a participating member. But I know that some of the other cities, you know, of course, all the people who are here, you know, you're doing everything as your Commissioner jobs. And you're still here doing all this too. So my hats off to you for putting that extra effort into it, you know, because it really is, it's a lot of work that you've put into it. All of you have put into it, including the TAC people. You know, I've also, since I've been with North Lauderdale, work very, you know, we put together a waste contract with. It ended up being Waste Management that we ended up going with, but it was a waste hauling contract.



Speaker 6 - 01:46:33

And you know, we think we have had a good contract with them. It's a lot of work, you know, going through the whole process doing the RFP with any of the, for the waste haulers. You learn a lot about solid waste that you really didn't know about before that, you know, when you start getting involved in it. I worked since 2005 though with waste hauling through debris haulers through, you know, starting with Hurricane Wilma. We had Grubs Emergency Management come to us when I was with the city of Margate and you know, they, we didn't have a contract with anyone and they came in and said, hey, you know, you guys have a contract with anybody? And were just kind of sitting there just, you know, stunned about what happened, you know, when Wilma came through because no one was expecting that.



Speaker 6 - 01:47:23

And they came in and really started working for us. And then we put together some contracts. I worked with the county and some of the other APWA people. Peter Foy was with the county. He was really instrumental, went to Coral Springs. I don't know if Peter's still with Coral Springs or not now, but, you know, we put together a, basically a unified contract where it's like a cradle to grave hauling contract that we put together with all the counties getting involved with it so we could all utilize the same contract. We didn't see say you had to do this, but it was really a contract that we put together with all the cities that were there. I believe Plantation was one of the ones that was part of that. Also Cheech was working on that when Cooper City was there.



Speaker 6 - 01:48:04

So that was a really big thing that we put together and we used that at Margate. We use that same Cradle to Grave contract now using it for city of North Lauderdale. So, you know, I've worked with that for many years. Worked with female on that, you know, and when it comes down to emergency time, then your solid waste contract and your debris hauling contract are almost exactly the same really. They're very similar, you know, because they're basically just hauling debris from one place to another. You have your final resting place or your disposal sites where you're going. So, you know, I've been very familiar with solid waste and waste hauling for many years. A lot of it was debris hauling though.



Speaker 6 - 01:48:46

So as far as the city manager's point of view of it, when I was there, we had a contract with Waste Management. Our contract was good Waste Management at the time they were doing, providing good services to us. I know that Markets now went with another contractor now, but you know, the contractors that are out there, they're all very similar. They do very similar business. Their business models are close to the same, you know, so it's really kind of depends on, you know, how close their presentations are. You know, that's really what came down to us. I know in North Lauderdale that the presentation from one was a little bit better than the presentation from the other. So as you know, when it comes down to it, they're all providing a good service from the top tier waste haulers out there.



Speaker 1 - 01:49:36

So let me put a finer point on this. You were there at the beginning of essentially this effort. Yes, it was a solid waste working group at the time, I think when you were part of the tac, right, Trying to make those decisions that had been post RRB collapsed and the city's going in a different direction. What's your philosophy on the importance of the mission of the current swa? To achieve economies of scale, to achieve flow control and to try to address the garbage crisis here in Broward County.



Speaker 6 - 01:50:08

I think it's extremely important. I mean, economies of scale with anything. When you have, you know, one city,

North Lauderdale, medium sized city, and you have some of the smaller cities out there, you know, it's very difficult for them to get in that game whenever you have, you know, a large event, even the cities, the larger cities, you know, they're, you know, if they're the tonnage, they're generating 200,000 tons or whatever it may be, you know, it's nothing compared to the overall tonnage that we have combined. And so just the economies of scale for anything, you're going to get much better pricing when you have those economies of scale. I mean, that's why the cities, that's why co ops exist, you know, and, you know, so you can have the economies of scale. That's why smaller cities will piggyback off larger cities.



Speaker 6 - 01:50:58

And you know, if the contractors allow it for you know, road building or for janitorial supplies or for anything so you can get that economies of scale and get a better price. And if you don't do that, if you go out there and just try to compete just by yourself, you're just going to get hammered by the contractors because they have to, to make the money because it's only dealing with one little person, you know, so you have to look at it from there and too so it's essential to do that. I mean I've, you know, being public works director and city manager, but public works director, you know, securing large contracts. You're always looking for somebody that's got a bigger contract than you to piggyback off of so you can jump in on that economy scale and, and utilize it.



Speaker 1 - 01:51:43

Let me ask you this. There are those who are skeptics and only look for instance at the next quarter or maybe the next year and say, hey, we can save money if we just landfill everything and we go our separate way. There are others that recognize that there's a potential for long term increased costs if we're all in separate directions because we're not controlling our own destiny. What's your view?



Speaker 6 - 01:52:11

I believe if you can save a little bit of money right now, I think overall the mission of the SWA is will bring the prices down. You know, it may cost a little bit of money right now because everybody's got their individual contracts going and not everybody, because a lot of people were using, say we city of North Lauderdale uses, which most people do, the rates that are set by the county right now, the global agreement. Right. And so, but when everyone gets involved in should be able to drive that price down even more than what it is. Of course it's going to cost more right up front because you're going to have some sort of \$6 a ton. Let's just say you're gonna have to have some sort of price to get into the game. You know.



Speaker 6 - 01:53:01

But once you're in the game now we can come and take all the players and, and negotiate because without all the players there, you're not going to be able to negotiate with anybody. You can't go to a big company and say hey, I think we've got all these people here. That's why you have to have a co op. You have to have that larger organization to come into it. And it may just cost a little bit up front to get into that organization or for us to get the organization going then you know, but overall you're going to get the economy, you're going to get the, the dollar is going to go down from those companies that you're doing business with.

 Speaker 1 - 01:53:35

Thank you, sir. I'm going to turn it over to my colleagues. MEMBER cagiano, microphone Sorry. Sam has worked at Margate for a long time and I'm going to ask you a simple question.

 Speaker 5 - 01:53:51

I'm going to use Margate as the example for some of the other cities you're going to have to deal with. My commission is very skeptical about anything with the county after the Alpha250 situation. I agree with everything that you just said about the importance of working together to get a better price, working together to plan for the future. It's of critical of nature.

 Speaker 1 - 01:54:18

But how would you convince the skeptics,

 Speaker 5 - 01:54:22

Just like the people on my board,

 Speaker 1 - 01:54:24

That, you know, almost all of them,

 Speaker 5 - 01:54:27

That the long term is more important and forgetting about the past and moving forward is the way we have to go?

 Speaker 6 - 01:54:36

Well, I think one thing, you know, from reading the ILA myself, I think that and I never, you know, I'm not an expert on the rrb, the Research Recovery Board, that, you know, as far as the agreement and the details of it, even though I've read through it, not the details of it like I've read this one, but having that wind down agreement in there and the wind down terms spelled out on how things can, if it does go south, you know, this is what's going to happen. You know, these are how the assets are going to be divided. It's upfront, you know, so you know up front what's going to

happen.



Speaker 6 - 01:55:10

Instead of being thinking this thing never going to fall apart and maybe it won't ever fall apart, but if it does, here's what we're going to do and you put those steps in place to say these are, this is what's going to happen here. If it goes apart, you know, we get this much money, this goes here, it goes here and it's all spelled out and it's all fair. You know, it was discussed amongst the board on how to make it fair. So that's in my opinion, is what you can really come back to the electives with and say if it doesn't work out, this is what will happen, the money will come back.



Speaker 1 - 01:55:46

Member Rydell, Member ridell.



Speaker 3 - 01:55:51

Thank you, Mr. Chair. Hey, Sam, how are you? I just got a couple quick questions because I think I'll say the elephant in the room is I think you're the only person that's here that's actually currently employed. Okay, so can you just, can you address that? Like what, Listen, and again, I can't say what's going to happen, but hypothetically, if you're the selection, what does that look like for the city you're currently employed in? So just walk me through, walk this group through that. So we have a little understanding of that.



Speaker 6 - 01:56:20

Great question, great questioner. Sorry. So I had a conversation with the city manager after I was addressed, you know, that you were looking for someone and if I would be a candidate. And I spoke to the city manager and expressed to him our conversation many years back about the April thing. And he knows that there's some things that's happened in my life that's kind of made me look at just life in general. You know, my, recently, my older brother passed away. Sad, but still, it's part of life. You know, he's 14 years older than me, but it makes you start looking at your own mortality, you know, and how long you can live and, you know, maybe you want to enjoy things in your life, you know.



Speaker 6 - 01:57:04

And so, and so I, I talked to him about that a little bit, you know, and so I had the conversation with him and said, look, I, you know, I've talked to you about leaving. I think that the city's in a good place. We have two assistant

directors that are, both are very capable of stepping up. When I stepped into the city, there wasn't a director or an assistant director. There's two assistants that are there that are very capable of taking over either one of them. And I said that, you know, I think it's time for me to kind of step back. And then he agreed. He, he's like. I said, are you okay with that? You know, I said, if you're not okay with it. And I say step back soon, you know, like in the next week or so.



Speaker 6 - 01:57:48

And he, yeah, I don't want to, I don't want to give you the four months notice or anything, you know, so. And he was, okay. And then I told him I was like. And on top of that, last Friday I was called up and just kind of out of the blue was approached about, you know, interviewing for this position here. And I told him about the position and everything. And, and he said he didn't want to hold anybody down or anything. And I said, it's not really holding me down. I just don't want you to feel that I'm like abandoning You. He said he doesn't feel that way because it's. Because he is set up. So I've had that discussion with him and he's wishing me the best of luck.



Speaker 6 - 01:58:25

And I said, you know, if there's any questions you have about anything going on, I'll certainly answer any questions or anything like that. So he said, we'll draft up a separation agreement, you know, so I've had the conversation with him. It kind of gives me a definite. By me having this come up, it gave me a definite time frame. So it's either going to be six months from now or about two weeks from now I'll be unemployed, you know, so it's okay though. I'm happy with either one of them, really.



Speaker 3 - 01:58:56

Right, exactly.



Speaker 6 - 01:58:57

So.



Speaker 3 - 01:58:58

And I'm going to do two, just two quick follow ups. Thank you for the answer. Do you, and again, you're, I'm just asking point blank, would you have any desire to do this more than the six months that's being offered here? Would

you have any desire to do at this time?



Speaker 6 - 01:59:12

I would say no.



Speaker 3 - 01:59:13

Okay.



Speaker 6 - 01:59:13

At this time.



Speaker 3 - 01:59:15

Understood. And then I guess my final question is, when you sit through a TAC meeting, does everything said make sense to you?



Speaker 6 - 01:59:24

Well, I mean, it's.



Speaker 1 - 01:59:27

Sam, it's really a trick question. Let me tell you why I think what Exhibit 1. So it's fair to say, Sam, that.



Speaker 3 - 01:59:38

That's, that's your language.



Speaker 6 - 01:59:39

Is that correct? To me. But I make, I may question some of the things, you know, but yes.



Speaker 3 - 01:59:44

Okay. And then I guess you've said it, but I think it's important to separate out. You were heavily involved in the working group as well as the Resource Recovery Board when it existed because you were in those various roles in government. Is that a yes?



Speaker 6 - 01:59:58

Yes. Not in the Resource Recovery Board. I was with Public Works when all that was all breaking apart and in Margate, the Engineering department handled solid waste there. But I was very, you know, I was part of it when all the whole Alpha 250 thing came along. I was a city manager then and all that, you know, at the very end of it. But the whole Resource Recovery Board, as I said I was, I had left engineering, so 2003, and that's when all that started breaking up and everything. So. But I'm very, I'm familiar with all what happened there, you know, but I just wasn't involved.



Speaker 3 - 02:00:32

Thank you. Mr. May I yield my time? Mr. Chair, thank you for the questions.



Speaker 1 - 02:00:36

Thank you. Member Ryan. Thanks, chair. Thank you. Mr. May. Yeah. Just one question. If you did get the job, what steps would you take? You know, the first steps, I would say like, you know, the first. First, first two months, second two months, last two months. What would the steps you would take in order to get the facilities agreement passed and you know, usher and facilitate the Salt Waste Authority moving forward?



Speaker 6 - 02:01:11

Well, I find out first of all who's on board with it, who's not on board with it and people aren't on board with it and people are on board with it. I don't really have to do a lot of work there. The work's been done if they're not on board with it and speak with, you know, the powers that are here and find out why they think they're not and with their elected officials why they're not on board with it and try to find out what's bugging them about it, you know, and maybe we can get over those hurdles before we try to take it to the commission, to them to present it.



Speaker 6 - 02:01:41

We certainly don't want to go there with them people who are here not in agreement with what we're doing, you know, so it's going to be to reach out to the electives and maybe and a lot of the elected officials may be getting their information from the TAC people, you know, so they can be hearing from the TAC people and finding out what's going on, find out what is what, where it's coming from, what's the source and go to that source and find out what the reasoning is there. It may be their public works directors, it may be their solid waste directors. If they have a solid waste director. Director. Some cities have solid way. Some people, it does go through public work. Some people go through the engineering department. Go to those department heads and find out from them.



Speaker 6 - 02:02:19

Those are the people that I have a lot of relationships with the public course directors, engineering directors, utility directors, even though the utility does not really involved in this too much. But of a lot of the cities that are here, I mean I know a lot of the people who are the directors, especially the, and find out, you know, why they're not for this. And they may, the reasons that they have may just be something they've heard or maybe something that's just really not true, you know, and find out what that is. And then once we have those on board and really try to promote it and get it to in front of their commission so we can get a vote on it that's the main thing is once we know we have the people who we have, at the same time we're.



Speaker 6 - 02:02:59

We're going through their commission, getting those ILA signed off by their commission and the people we don't have, then we're gonna convince them that it's a good idea.



Speaker 4 - 02:03:12

Or.



Speaker 6 - 02:03:12

I don't want to say convince them, but. Yeah, educate them that it's a good idea. Yeah, convince the good. Okay. But, you know, educate them is a good idea. And, and. And get it in front of their commission. And that's the main thing is just educate them on what. What we're doing here and why. Why it's a good thing. You know, so they. They may just have something stuck in their head that somebody told them one time somewhere, and then that's all they're listening to in their head. So. And that's it. And just. And really bring the thing home to where we have all 28 signed off. And once all 28 cities are signed off, I can say I did my job here. Thank you very much, ladies and gentlemen.



Speaker 1 - 02:03:49

You know, member Horland and Sam, I.



Speaker 2 - 02:03:54

Want to thank you again. You had less time than the candidates. This is literally a Friday and Saturday conversation. So. So thank you for your preparation and for being here and for being willing to undertake this potentially interim executive director position. So I just want to be.



Speaker 1 - 02:04:09

We have a motion to extend.



Speaker 2 - 02:04:10

So moved.



Speaker 1 - 02:04:11

Motion by Member Horle. Seconded by members. Okay. All in favor say Aye.

 Speaker 2 - 02:04:16

Aye.

 Speaker 1 - 02:04:16

15 minutes. Okay.

 Speaker 2 - 02:04:18

So just to be clear to member Ryan's question, so you would place an importance. God bless you. On engaging the TAC members and utility directors and public works directors. You feel that is an important avenue for us to be able to get this across. I don't want to put words in your mouth across the finish line.

 Speaker 6 - 02:04:37

Yes, I do. And, you know, that's why I said I'll reach out to the people who are here to find out if they know why their commissioners aren't on board with it. And they. They may be honest with them and tell them, well, I spoke to our public works director. I spoke to our solid waste director, and our solid waste director really just doesn't like it for xyz. And I really don't know why, but they've told me this, and that's kind of what I'm going with. And so that's when it would be for me to step in and set up meetings and try to find out why, you know, what's going on. What can we do to make you Feel more comfortable.

 Speaker 2 - 02:05:17

Okay, thank you. One last quick question. I want you to put your former city manager hat back on. Public sector financial decisions often carry political implications, as you well know. How would you maintain trust, transparency and credibility when financial recommendations may be unpopular?

 Speaker 6 - 02:05:38

Well, honest opinion on it then?

 Speaker 2 - 02:05:42

Absolutely.

 Speaker 6 - 02:05:45

I believe all you here are elected officials, if I'm not mistaken. I not sure how this financial, the finances are set up, if it's going to be going ad valorem or if it's going to be through a special assessment through the swa. And valorum are never popular amongst any of you sitting up here, especially when it gets to be election time. You know, they're doing everything they can do to cut, cut. Believe me, I've been on that side of the cuts, you know, and you know, the elect will tell you we're not, this isn't against me. It's just, you know, to try to help the people out. And, and so I understand the political arena of that. And in my opinion, it would better if it was.

 Speaker 6 - 02:06:28

If it's an independent district that raises their rates by \$5 or starts up, you know, a rate fee and it's \$5 or \$6 or whatever it may be versus the elected officials raising something on the city taxpayer, their constituents, \$6. Because now it looks like you have control of it when really it's really the swa. I just think that it'd better if the swa, because I'm just looking at the tax bill. If your tax bill came in and South Florida Water Management raised their fee up \$5, your constituents would be coming to you and saying, you know, you raised our fee \$5. But if you raise their fee on their solid waste rates \$5 or on their fire assessment fee \$5, or if you raise their taxes up by 2 mills or whatever it may be, they're going to be coming to you.

 Speaker 6 - 02:07:30

And so that's just my opinion that it should go to the outside agency for financing. But this, that's just my opinion. I just, you know, as a city manager, I, I, I carry out the wishes of the commission. And so that's what I'll be doing here is carrying out the wishes of the board. If the board feels that they want to go the ad valorem tax or they want to do a special assessment through their solid waste or anything like that, then that's the way we go and that's what we would try to promote.

 Speaker 2 - 02:08:06

So thank you, Sam. Thank you. One of your roles here would be overseeing the consultant and they're the experts

in the area. What are some of the things that you would be looking specifically from the consultants in the master plan to get us through this next four months or five months to make sure that we address what the cities will be looking for?



Speaker 6 - 02:08:46

Well, one thing with the consultant, sometimes they come in with any consultants that you have and they have what they're say kind of pie in the sky thought process because they're in their think group where they are, you know, and they don't play politics into what they're doing a lot of times and they don't really get the politic portion of what they're doing and sometimes they don't read the room very well. So sometimes you need somebody like me to tell them, hey, I don't know if you saw this, but this group of computers commissioners, they don't really like, you know, they don't like 10 foot wide sidewalks, you know, they don't like one lane of bike lanes. They don't want that. So we need to do something a little bit different.



Speaker 6 - 02:09:27

And if they can't change, then that's what I have, that's my role then to make, convince them that they have to change and, or if they don't change, then we're going to find somebody else that will change. I know we're kind of in the last leg here. It'd be hard to get rid of your consultant in the last, you know, six months and switch gears at the very end. But, but sometimes you just need to let them know that if nobody's letting them know that sometimes they just don't see it because they're in more of an academia world sometimes than they are in, you know, the real political world, you know that where every vote counts, you know, and they're not reading that.



Speaker 6 - 02:10:03

And so that's what I think is my role is to guide them and find out what the people are looking for, what the commissioner, the board is looking for as a whole and make sure they're going in the direction that the board wants them to go in and not in some other direction.



Speaker 2 - 02:10:23

And just a follow up, you are, you were involved with the Resource Recovery Board. You were not, I thought you were on the TAC committee for it, documenting.



Speaker 4 - 02:10:33

For the, for this one.



Speaker 6 - 02:10:36

For Solid Waste Authority, Correct?



Speaker 2 - 02:10:38

Okay, that's fine. Thank you.



Speaker 1 - 02:10:40

That they, beginning with the Solid Waste Working group where were trying to make the Decision to even stay together.



Speaker 6 - 02:10:45

Correct.



Speaker 1 - 02:10:46

What that would look like you were part of that process.



Speaker 6 - 02:10:47

Correct.



Speaker 4 - 02:10:48

Okay.



Speaker 1 - 02:10:49

Thank you, Mr. May. Unless anybody else has any other questions. Mr. May, at this point, it'll turn over to the executive committee for decision making process whether or not we may even have you come back. But it'll be up to the will of the committee and member Horland here will be likely put on point to reach out to you on these matters. I want to thank you for your time today and also for your service to our county.



Speaker 6 - 02:11:12

Okay, thank you.



Speaker 4 - 02:11:13

Thank you.



Speaker 6 - 02:11:13

Thank you. Thank you. Thank you.



Speaker 1 - 02:11:16

All right. To the members. Member.



Speaker 6 - 02:11:17

So I'm.

 Speaker 4 - 02:11:18

You're.

 Speaker 1 - 02:11:19

You're good for today? Yes, thanks. Yes. I don't know if we're ready to,

 Speaker 5 - 02:11:29

I mean, discussion, but if you're looking.

 Speaker 1 - 02:11:30

For a motion, I'd like to make a motion to someone, you or our city attorney to do negotiations with Lee Feldman. Okay. There's a. I think what we should do is have a discussion. You're welcome to have a motion in a second and we can have a discussion. But I think we have to look at where everybody is on everything. And I certainly don't want to rush this. I know we've only got about 10 minutes. I do agree that someone should be designated. I'm going to end up probably suggesting somebody else. Yeah, you know them well. Anyway, so member Patera Bowen and then around the room.

 Speaker 2 - 02:12:04

Thank you. If this is the time to open to discuss each candidate, I would like to do so first and foremost. I think each of them bring a unique perspective. Lee Fettleman obviously has the relationships throughout the county and that is someone we've been looking forward to wheel folks in. And then we have Mr. Samuel May, who has the technical experience, being on the tac, doing all of the great things there. But the only flag that I have with Mr. Not with these individuals in particular is we had a technical person. We have consultants to do the technical work. We want to be specific in regards to building these relationships and willingness folks in. And so if we, I pose to you all as my colleagues. Are we looking for someone to manage relationships?

 Speaker 2 - 02:12:59

Are we looking for someone to be a little bit more technical to guide us forward? So those are my feedback and I look forward to hearing from you all.



Speaker 1 - 02:13:09

Okay, thank you. Points well raised. These are delicate, right. Because we're having these discussions in public. Right. And it's always challenging. Each are talented and have been talented in their own way. The relationships with commissioners of, frankly, any of them is probably not Compelling in any way. None are really well known to outside of their own silos or within very contiguous areas. So I think in that respect it's not going to be as comparative compelling. I do think that to the extent, I think both, you know, obviously Mr. Feldman has a lot of city manager experience and has for years been involved. But Mr. May has also been involved as a city manager, I think, and is well known to the city managers in the tac, particularly as it was at the start of this solid waste working group.



Speaker 1 - 02:14:01

At that time it wasn't very technical. It was really more city managers on the issue of how are we going to form this, what's it going to look like? Is it dependent district, independent district? We weren't really even looking at numbers or what it looks like. And so he has the institutional knowledge of what's been going on here as well as the fight for it. And I see a lot more passion, quite frankly out of him for the survival of this organization. Of Mr. May, you know, I appreciate this problem's very analytical. We don't have time to have another opportunity to study it or to even be soft footed about it. It's got to be someone focused who's fought and lived through this and knows the consequences of it and that failure is just simply not the option.



Speaker 1 - 02:14:44

And I think of the two, I think Mr. Feldman's incredibly talented as a city manager. You look at any of the cities that he's worked in. But when it comes to the passion of what this means for this group at this time with who we need to talk to and what the numbers are and how to get from A to B, I feel that it's a really close call. But I think Ms. Mr. May has those that passion understands what's at risk for those who were part of that solid waste working group. If you remember that it wasn't certain were going to survive, that were meeting like in a constitutional forum where we had every city there and it wasn't clear we would even go the next step. And wasn't at that time part of Mr. Feldman was just coming out of that.



Speaker 1 - 02:15:32

He was there at some of the beginning working with Mayor Seiler and the others to try to move this forward. But the real angst of what was happening and what needed to be done in the analysis of how we got to this point. He certainly has that institutional knowledge and I think he in this moment in time, I think Mr. May is the best choice. Member Shoeham, member Wright Cruz and vice chair. Vice Chair. I think Josh, Whichever way.



Speaker 3 - 02:16:03

Yeah, I just, you know, I'll say this. I think I give all three of these gentlemen a huge amount of praise and kudos. I think member Mateo Bowen made a good comment not only about managing but also understanding. But here's what was compelling to me of these individuals. I think, I think whoever this person is needs the ability of talking to

elected officials and understanding the subject matter that they're talking about so I can go in and lament on that. And I don't want to be critical because I think all three of these gentlemen that came in, it really says something that they're dropping what they're doing to do this work and come back into the public eye on the work. And I think after today and again I wanted to chair, I'll just defer to you.

 Speaker 3 - 02:16:47

But in terms of process, I'm prepared to rank all three today. I'm prepared and I agree with your comments, Mr. Chair. In terms of. I think Mr. May could be the guy to push this over the finish line. I am prepared to rank all three. I'm also prepared to break it down so I remain available if the board wants to use me in any capacity. But if I had to, you know, I do think the person that could come in seamlessly right now to the best of our ability would be Mr. May. But I'm on board for any process that we wish to have.

 Speaker 1 - 02:17:18

I sure.

 Speaker 5 - 02:17:21

Thank you. I actually, I agree with you. I think all three are very good. Thank you, Denise, for bringing everybody because,

 Speaker 1 - 02:17:31

Because they all have some strengths. But I will say I think Mr.

 Speaker 5 - 02:17:37

May is invested and that's where he's.

 Speaker 1 - 02:17:39

Been in the process for a long.

 Speaker 5 - 02:17:41

Time and you can feel it.

 Speaker 1 - 02:17:43

And it's almost like when somebody's creating.

 Speaker 5 - 02:17:45

Something when they've been there at the.

 Speaker 1 - 02:17:47

Very get go, they want to see it to the end and they want.

 Speaker 5 - 02:17:50

To make it happen.

 Speaker 1 - 02:17:51

I can, I feel that from him.

 Speaker 5 - 02:17:53

I feel like he wants to make this happen.

 Speaker 1 - 02:17:56

That's a bit, that's that intangible that if you're on the field, you gotta have that. If you don't have that, you're not.

 Speaker 5 - 02:18:04

Getting over the fish on. I think, you know, the fact that.

 Speaker 1 - 02:18:08

He's ready to quit the job and go into that and get that. That's, that's pretty big. The other part is he really understands it. He understands it.

 Speaker 5 - 02:18:18

And I don't know about you all, but when I have my, the staff.

 Speaker 1 - 02:18:21

Comes in, I, I give a lot of credence to staff because they know.

 Speaker 5 - 02:18:26

What the heck they're talking about.

 Speaker 1 - 02:18:27

You know, you know, the admins, different things, city managers, they're all different, but they're not in the day, in the throes of what those. What those departments about. This guy really do think this guy knows. Knows. And he. I mean, he was echoing all the way from the Alpha 250 all the way back. So it's like, you know, he. From. From the get go. Yeah, there's a whole. There's a whole lot there. You know, at first I'm like, I was. I was thinking this weren't. You know, we didn't have that. And that's what I. I felt like we needed. I'm okay with him doing.

 Speaker 5 - 02:19:03

You know, I think he brings a.

 Speaker 1 - 02:19:06

Warmth to it too, which is nice.

 Speaker 5 - 02:19:08

I think. You know, his what I think AJ Your question to him, what would you do?

 Speaker 1 - 02:19:13

I thought, I thought he answered that pretty well about how to, you know, figure out what they needed and, you know, who's on board right now, who's not going to those guys. I think that makes some sense. And he probably knows, you know, with the tag, with all his relationships with all the different tag people, who's saying what. Who. Who's not on board really yet or who's heard this or saying this. I think he's probably knows that bit of gossip.

 Speaker 5 - 02:19:41

It probably might help.

 Speaker 1 - 02:19:43

I. I like Lee a lot. Lee's a good guy. I've always. I've always enjoyed working with him when he was at the City. So he would be very. He knows city stuff up and down or. No, I honestly don't know him very well at all. But that's.

 Speaker 5 - 02:20:03

That's kind of where I'm thinking.

 Speaker 1 - 02:20:04

I think. I think Mr. May could probably help.

 Speaker 5 - 02:20:07

Us get this over. Okay.

 Speaker 1 - 02:20:08

Can we get a motion to extend for another 15 minutes? We need a motion to extend. Motion by member Horland. Seconded by. I'll second. Second by member Cagiano. All in favor say aye. All right. All right. I have other cards, but member Shoeham,



Speaker 2 - 02:20:24

I mean, I completely agree. I think when we started the first, I have to say thank you. I mean, crazy that you got these guys here today. And I just think the ability to just start. There is no Runway here. This guy is ready to go. And I felt like he wanted this to happen as much or more than we want this to happen. And that is. That says a lot. When were really talking at our last meeting about somebody that could come in and kind of speak to Our electeds. You know, obviously the name that caught my ear was George Hanbury, because that's somebody that really carries some gravitas. That didn't. That's not happening. So I've never met Sam May before, so that type of. Oh, you know, a celebrity city manager, that's not happening.



Speaker 2 - 02:21:23

What I think he brings is he knows all of the public works directors and he probably already knows which public works directors are struggling with their electeds. And, you know, it's. It's like I was going to say the next best thing, but it's probably really the best thing that he knows what's happening already. And I was just impressed with his desire to see this thing happen, whereas with the other two, I think they would be good. But it was a job with him. He's worked on this and he has that real drive, like he said, to just, you know, tie it up. So I really liked him a lot and I think that it's amazing that you got him here. And I agree with what you said.



Speaker 2 - 02:22:11

Here's a guy who's willing to take a leap of faith to do this for us, so I think it's terrific.



Speaker 1 - 02:22:18

Member Bray Cruz. Thank you, Chair. Yeah, I follow a lot of what you all have said and agree with you. The way I was looking at it is for those municipalities that are either not sold on it or are wavering or, you know, what's.



Speaker 6 - 02:22:39

What's going to put them over the finish line.



Speaker 1 - 02:22:41

And if I haven't, if I'm on a commission and I really haven't been that involved, I've heard about it, I've heard some

good things, I've heard some.



Speaker 6 - 02:22:48

Bad things and things, you know, maybe my price, my costs are going to go up, things like that, you know, what's going to really make the decision for that commission?



Speaker 1 - 02:22:56

I think probably 9 out of 10.



Speaker 6 - 02:22:58

Times what it's going to be is.



Speaker 1 - 02:22:59

The recommendation from staff.



Speaker 6 - 02:23:02

I think that's what's going to do it.



Speaker 1 - 02:23:04

If staff feels like this is a good idea and I'm wavering, you know, I'll probably. I'll probably make that decision to move forward with it. And I think Mr. May has that unique situation of being identified with staff and still having relationships with.



Speaker 6 - 02:23:22

With commissions and councils as well.

 Speaker 1 - 02:23:25

So I think, as he said, I think I got the impression I have not.

 Speaker 6 - 02:23:28

I've never met him till today,

 Speaker 1 - 02:23:30

But my impression is that he can read a room based on kind of how he. He read our room, and. And yet clearly he's involved as you said he's.

 Speaker 5 - 02:23:40

He's.

 Speaker 1 - 02:23:40

He's. There's.

 Speaker 6 - 02:23:41

There's no time to get up to speed here.

 Speaker 1 - 02:23:42

He's already on speed, so I.



Speaker 6 - 02:23:45

He would definitely be my first choice.



Speaker 1 - 02:23:46

Although I do appreciate all three of them coming in on such short ones. Thank you for arranging member Coburn and member Kaja.



Speaker 2 - 02:23:58

I have to agree with much of what was said already. You know, this was very short notice even for them to prepare for it, so. Truly appreciate all three. All three of them. I do feel that may also would be the person who would hit the ground running type of thing,



Speaker 1 - 02:24:24

And.



Speaker 2 - 02:24:24

I do think that he can carry us through for the next few months. I would say that as we look for a permanent, not just an interim executive director, that I would definitely like to see a process where we. We have a wider net where we do have a more diverse group of individuals that we are looking for. So. But based on what we have here today, these three individuals, I do think that he can. He can work to get us through over the next four months as best as anyone could. And I keep saying three, four months, because by the time he. He. He gives his rights to nation and. And, you know, get up to speed on this, it'll. It'll pretty much be over.



Speaker 2 - 02:25:22

But he has the best opportunity of doing this since this board has decided to move far to get someone for that time. So that's, you know, that's where I'm at.



Speaker 1 - 02:25:34

Thank you. Member Culver, member Newton. Did you want to.



Speaker 5 - 02:25:36

Okay.



Speaker 1 - 02:25:36

Okay. Remember Casiano?



Speaker 5 - 02:25:38

I'm gonna make.



Speaker 1 - 02:25:39

I'm gonna make it quick. I'm probably important.



Speaker 5 - 02:25:40

Who knows Sam the most here? And the only time I ever got mad at Sam was when I came back from vacation to find out that he put in papers for retirement. I said to him, why did you do that? Why did you do that while I was gone? He goes, because I know you would.



Speaker 6 - 02:25:55

Have asked me to stay.



Speaker 5 - 02:25:58

The man isn't knowledgeable. He's personable. He's such a nice person, and he's. And he does have an ability to

... speak to others, and he's been doing this, as everybody else has been saying, for years and years.



Speaker 1 - 02:26:15

We did. We did three or four.



Speaker 5 - 02:26:18

I just want to say he would.



Speaker 1 - 02:26:19

Not be a bad pick.



Speaker 5 - 02:26:21

He actually cares.



Speaker 6 - 02:26:23

He would not be a bad pick.



Speaker 1 - 02:26:25

Okay. All right, let me just. One other point for the members to consider. I think that when he. All the other picks, by the way.



Speaker 4 - 02:26:33

Thank you.



Speaker 1 - 02:26:33

When he. When he sits down with Mr. Sty to debrief on where everything's been with the TAC, with the members, who he's talked to at the different. That's a seamless operation as well. All right, are we making. Are we making a motion or how does it.



Speaker 2 - 02:26:45

I'd like to make a motion to offer the position of interim SWA director to Sam May.



Speaker 5 - 02:26:51

1st.



Speaker 1 - 02:26:52

Okay, I'll second. Wait, wait. Said. Yes. Of course.



Speaker 2 - 02:26:56

Okay.



Speaker 1 - 02:26:56

All right. But. But there was no second, anyway.



Speaker 2 - 02:27:02

Okay. I'd like to make a motion to offer the interim SWA position to Mr. Sam May.

Speaker 1 - 02:27:08



All right, we have a motion. And second. Any discussion on that? We need a roll call.



Speaker 2 - 02:27:12

Or I'm just curious as to the term. You know, there have to be terms negotiated, so maybe suggest that you rephrase or amend the motion. Rephrase it. To enter into negotiations with him. I'll rephrase the motion to. I'll make a motion to enter into negotiations for interim director position for the SWA with Mr. Samuel May.



Speaker 1 - 02:27:36

All right, that's the motion. Is there a second motion? Second by. Any discussion on that motion? Any need for a roll call? All in favor say aye.



Speaker 3 - 02:27:46

Aye.



Speaker 1 - 02:27:47

Any opposed? All right, second part would be to designate. Who's responsible for that. I hate to pour out more on member Horland, but you've been so intimately involved. Is there a motion to designate member Orland and. Motion by vice chair.



Speaker 5 - 02:28:02

Second.



Speaker 1 - 02:28:03

Second by everybody. And thank you, man. Amazing. Amazing, amazing. And we have a motion to adjourn. Second motion by member horn. Second. Denise.



Speaker 5 - 02:28:17

Amazing.



Speaker 1 - 02:28:18

Amazing job.



Speaker 3 - 02:28:19

Are we still meeting Monday? Anybody? Yes.



Speaker 2 - 02:28:32

Yes. March 2, 10 to 12.



Speaker 4 - 02:28:48

Yeah.