

JOHN J. ANASTASIO

PERSONAL

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Stuart, Florida 34957

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EDUCATION

Juris Doctor
Seton Hall University - 1981

Bachelor of Arts in Government
Seton Hall University - 1976

SUMMARY OF RELATED EXPERIENCE

1982 - Present	<u>LAW OFFICES OF JOHN J. ANASTASIO</u> Stuart, Florida
2010 - 2014	Counsel to the Mayor, City of Port Saint Lucie Counsel to Commissioner, Saint Lucie Fire District
1981 to 1984	<u>LAW OFFICES OF YOUNG, DORSEY AND FISHER</u> New Jersey
	Senior Partner - Municipal Law Practice
	Attorney for the statutory Mount Arlington, Municipal Investigating Committee
	Special Prosecutor for Mount Arlington
	Authority Attorney for the Dover Housing Authority
	Eminent Domain Commissioner (New Jersey Superior Court Appointee)

John J. Anastasio

Counselor-At-Law

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Stuart, Florida 34996

(772) 286-3336

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If we could read the secret history of our enemies, we should find in each man's life, sorrow and suffering enough to disarm all hostility.

- Longfellow

16 June 2023

Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, A1
Norcross, Georgia 30071
slavin@bellsouth.net

Re: Application for Fort Pierce City Attorney

Dear Mr. Slavin:

Thank you for speaking to me last week about the Fort Pierce City Attorney position. With my extensive legal experience and dedication to upholding the highest standards of professionalism and ethics, I believe I am well-suited to contribute to the legal, ethical, and financial integrity of the City.

I am seeking a competitive salary that reflects my level of experience, qualifications, and the responsibilities associated with the City Attorney position. Based on my research and understanding of the role and the City's budget, I anticipate that the salary range for this position would be in the range of \$155,000 to \$190,000 per year. However, I am open to negotiation and would consider other factors such as benefits, professional development opportunities, and potential for growth of the role within the City.

Fair compensation is essential for attracting and retaining top talent. I am confident that my skills and experience warrant a salary within the aforementioned range. However, I am open to discussing this further during the interview process to ensure alignment with the City's compensation structure and budgetary considerations.

Living next to the City of Fort Pierce for **34 years**, I understand Fort Pierce's unique character and its challenges personally. This is important, given the city has gone through five City Attorneys in the past eight years. Stability seems to be a problem when filling this position outside the local area. Expertise combined with being a long-term member of the community is what Fort Pierce needs.

As a legal advisor and counselor, I understand the importance of providing sound

Page 2
16 June 2023
Robert E. Slavin, President
Slavin Management Consultants
RE: Fort Pierce City Attorney

advice and guidance to city officials in matters related to their official duties. I have a solid background in representing clients before state and federal courts, and I am confident in my ability to effectively advocate for the City's interests at all levels of the judicial system. My expertise in reviewing contracts and agreements for legal compliance will ensure that all City dealings are conducted with accuracy and adherence to the law.

Moreover, I am familiar with the Commission/City Manager form of government, and I am comfortable working closely with the Mayor, City Commissioners, staff, and other stakeholders. I recognize the significance of collaborating with the City Manager's office to address legal concerns and provide timely legal advice to various departments. By seamlessly integrating into the City's leadership team, I will work diligently to accomplish the City's goals while upholding the principles of the law.

With a Juris Doctor (J.D.) degree and my active membership in the Florida Bar, I possess the necessary qualifications to fulfill the role of City Attorney. Having gained decades of experience in the management and practice of law, including significant exposure over the decades to municipal law, I am confident in my ability to handle the complex legal matters that come with this position. Furthermore, my commitment to ongoing professional growth and development ensures that I am well-prepared to address the diverse challenges facing the City of Fort Pierce.

I believe that my strong leadership abilities, collaborative nature, and commitment to excellence align perfectly with the City's vision for its next City Attorney. I am excited about the opportunity to contribute to the success and continued improvement of Fort Pierce as a thriving community.

Enclosed is my resume for your review, which provides further details on my qualifications and experiences. I am available for an interview at your convenience to discuss how my skills and expertise align with the needs of the City. Please feel free to contact me via email or phone.

Thank you for considering my application. I look forward to the possibility of joining the City of Fort Pierce and contributing to its ongoing success.

Cordially,

John J. Anastasio

Attachment: Resume

JOHN J. ANASTASIO

3601 South East Ocean Boulevard, Suite 203
Stuart, Florida 34957

john@psllaw.net

(772) 286-3336

SUMMARY

A highly experienced and strategic legal professional with over 40 years of practice in local government law, representing government entities, officials, employees, and citizens. Adept in both litigation and appeals, with extensive experience in administrative, local, state, and federal administrative and judicial proceedings, including jury trials, as well as transactional work. These diverse fields include:

Environmental law	Planning, zoning, and land development law
Community Redevelopment law	Chapter 120 Administrative Procedures Act
Code Enforcement	Sunshine and Public Records law
Public employee discipline under chapter 112	Labor Contract Arbitration
Employee grievances and hearings	Local government Section 1983 liability
Public Employment Relations Commission	Real estate and foreclosure/lien law
Federal and Florida Tort Claims Act	Family Medical Leave Act (FMLA)
Fair Labor Standards Act (FLSA)	Americans With Disabilities Act (ADA)
Drug Free Workplace and testing	Regulatory drafting and analysis
Occupational Health and Safety Act (OSHA)	Commercial, and contract constructions
Health Insurance... Act (HIPAA)	Florida Commission on Ethics
Equal Opportunity Employment Comm. (EEOC)	All Bankruptcy chapters
Ethics and voting conflicts	First Amendment issues
Eminent domain/inverse condemnation/takings	Emergency management (Stafford Act)
Rate setting and impact fees	Insurance issues, including cyber
Housing issues, including sober homes	Risk Protection Orders

EXPERIENCE

LOCAL GOVERNMENT LAW EXPERIENCES:

Counsel to the Honorable Joann Faiella

Mayor, City of Port Saint Lucie

Commissioner, Saint Lucie Fire District

- Provided expert legal advice to former Mayor, resulting in successful resolution of numerous complex legal issues.
- Engaged in daily legal advice on all aspects of local government law, including planning, zoning, and land development law, community redevelopment law, public records law.
- Successfully defended public records and Sunshine law litigation, resulting in the dismissal of all charges against Mayor Faiella.
- Successfully defended defamation litigation against Mayor Faiella.

Municipal Attorney's Office

Young Dorsey & Fisher

- Served under Senator John Dorsey, senior partner as the Municipal Attorney, providing day-to-day legal support for municipalities including Butler, Dover, East Hanover, Montville Municipal Utilities Authority, and Special Counsel for Parsippany on employment issues.
- Provided comprehensive legal counsel on a wide range of municipal law issues, including: legal advice during public meetings, zoning and land use regulations, redevelopment and housing laws, police and employee discipline matters, state and federal labor laws, Public Employment Relations Commission (PERC) matters, eminent domain issues, construction and contract disputes, municipal tax appeals, FERC-related municipal electric company issues, public records and public meeting acts compliance, ordinance and resolution drafting, guidance during public meetings, real property tax appeals, and MUA-related rate making methodology.

Attorney for the statutory Mount Arlington, Municipal Investigating Committee

- Led a closed-door investigation of the Mount Arlington Police Department, authorized by statute. Developed and implemented procedures for conducting investigation and disciplinary hearings, and provided expert legal advice to the governing body and the investigating committee throughout the proceedings. Drafted charges against the defendants and ensured full compliance with legal requirements.

Special Prosecutor for Mount Arlington

- Successfully prosecuted the Chief of Police and two other officers for violation of municipal regulations

Authority Attorney for the Dover Housing Authority

- Handled housing development, Section 8 low-income housing, and related administrative and liability issues

Eminent Domaine Commissioner

- Served as a Commissioner appointed by the Superior Court to conduct a comprehensive inquiry into the valuation of condemned property, leading to recommendations and findings on real property valuation.

SELECTED EXPERIENCES:

- Successfully challenged public records retention regulations in an administrative rule challenge before the Division of Administrative Hearings, resulting in the State of Florida adopting a valid system for public records retention while defending a mayor.
- Represented clients in numerous successful career service hearings under Chapter 112, including the only successful Career Service Board hearing in the Saint Lucie County Sheriff's Office, as well as other successful local government administrative hearings.
- Possess extensive litigation experience in public records and Sunshine law litigation, leading to the dismissal of all charges against Mayor Faiella.
- Appealed more than 100 cases in state and federal courts, resulting in numerous reported appeal decisions, including *Finnegan v. Deutsche Bank Nat'l Tr. Co.*, 96 So. 3d 1093 (Fla. 4th DCA 2012) and *Dominko v. Wells Fargo Bank, N.A.*, 102 So. 3d 696 (Fla. 4th DCA 2012)) in real property foreclosure law, *Mancini v. Personalized Air Conditioning & Heating*, 702 So. 2d 1376 (Fla. 4th DCA 1997) in defamation law, *Dalem v. Dep't of Corr.*, 720 So. 2d 575 (Fla. 4th DCA 1998) in public employee termination before Public Employees Relations Commission, *Gramm v. Port St. Lucie*, 574 So. 2d 1163 (Fla. 4th DCA 1991) and *Bernas v. Knowles*, 648 So. 2d 272 (Fla. 4th DCA 1995) in police discipline, *Rauch v. Rauch*, 711 So. 2d 582 (Fla. 4th DCA 1998) in the application of the full faith and credit provision of the United State constitution, *Janos v. State*, 763 So. 2d 1094 (Fla. 4th DCA 1999) in the double jeopardy clause of the constitution.
- Authored several studies pertaining to local government legal operations, including *A Blueprint for the City of Delray Beach City Attorney's Office*, mapping out most aspects of a City Attorney's Office, *A Blueprint for the Village of Indiantown Village Attorney's Office*, mapping out a Village Attorney's Office for a startup community, *A Blueprint for the Indian River State College General Counsel's Office*, for a startup General Counsel's Office, and *The Municipal Investigating Committee Handbook*, mapping out procedures for the conduct of an investigating committee.
- Practiced in diverse areas of law, including civil trial, criminal trial, family law, civil rights law, real estate development, bankruptcy, and immigration.
- Appointed by the court as guardian ad litem for a minor in a multi-million-dollar settlement, resulting in the reduction of the minor's attorney fees by \$250,000.00.
- Served as a member of the Supreme Court's E-service Committee and filed a petition for Writ of Certiorari before the United States Supreme Court.

EDUCATION

FORMAL EDUCATION:

Juris Doctor, Seton Hall University

Bachelor of Arts in Government with a minor in Labor Relations, Seton Hall University

M.P.A. Program (discontinued to attend law school), New York University

PROFESSIONAL DEVELOPMENT:

Participated in various legal seminars, including the Association of Municipal Attorneys Annual Seminar, Annual Environmental Law Seminar, City, County & Local Gov't Law Certification Review, Sunshine Law and Records & Ethics, Public Employment Labor Relations Forum, Civil Trial Certification Review, Criminal Trial Certification Review, Appellate Law Certification Review, Advanced Legal Writing and Drafting, Circuit Court Mediator Certification, and more.

PROFESSIONAL AFFILIATIONS & ACTIVITIES

- Member, Florida Bar Traffic Rules Committee (1992-1996, 2010-2014), served as Chairperson in 2012
- Member, Florida Bar Rules of Judicial Administration (2010-2011)
- Member, Florida Bar City, County & Local Government Law and Environmental and Land use Sections
- Pro Bono Awards: Received numerous awards for service from Florida Rural Legal Services, including nomination for Statewide Pro Bono Award
- Member, Military Operations Research Society (MORS)
- Member, Society for Human Resource Management

ADMITTED TO PRACTICE

- Florida Supreme Court
- U.S. Court of Appeals for the 11th Circuit
- United States Supreme Court
- Middle, Northern, and Southern Federal District Courts in Florida
- U.S. Court Southern District of Florida (Member of Arbitrator Panel)

SKILLS

MANAGEMENT:

- Successfully managed a law practice with 1 to 4 employees for over 36 years.
- Led the Florida Bar Traffic Rules Committee in drafting court rules, overseeing 40 judges, state attorneys, public defenders, clerks, and motor vehicle administrators.

IT:

- Proficient in Microsoft Office Suite, including Word, Excel, Outlook, Access, PowerPoint, and Project.
- Experienced in electronic document analysis, such as eDiscovery, mapping graphics with Earth Pro, creating and editing PDFs with Adobe Acrobat DC, document assembly with HotDocs, and using litigation software like Case Map Suite and Dragon 15 Legal.
- Familiar with Workflow Designer 5.31 and PolicyMaker 4.0 for political feasibility analysis.

RESEARCH AND METHODOLOGY:

- Skilled in legal research using Lexis-Nexis, Lexis Advanced, and Westlaw.
- Experienced in social science research techniques like study review, surveys, and focus groups.
- Familiar with physical science research methods, including study design and methodology review.
- Trained in advanced legal writing and drafting, Sigma Six for quality control, root cause analysis and cause mapping, metrology (science of measurement).

PUBLIC POLICY/MANAGEMENT ANALYSIS:

- Experienced in cost-benefit analysis, scenario planning, multicriteria decision analysis, forecasting and horizon scanning, systems analysis, game theory, risk analysis, literature reviews, PERT, critical path method (CPM), SWOT, brainstorming/brainstorming, CARVER plus Shock Matrix, modeling and simulation, and wargaming (business, economic, social, military).
- Trained in risk and probability management and strategic net assessment.

NEGOTIATION:

- Skilled in litigation negotiation, contract negotiation, mediation, and arbitration.

PRESENTATION:


- Skilled in delivering lectures, speeches, trial and appellate presentations, using the Beyond Bullet Points method.


LITIGATION:

- Experienced in federal and state nonjury trials, jury trials, administrative hearings, grievance hearings, and appeals, including the Florida state trial level and appeals courts, the Middle, Northern, and Southern United States District Courts of Florida, the Eleventh Circuit Court of Appeals, and the Supreme Court of the United States.

**CITY OF FORT PIERCE, FLORIDA
CITY ATTORNEY
SEMI FINALIST CANDIDATE QUESTIONNAIRE
2023**

Name: **John J. Anastasio**

Home Address: 

Home/Work/Cell phone numbers: Work: (772) 286-3336


E-mail address: John@psllaw.net
Contact.office@psllaw.net

1. Why are you interested in becoming Fort Pierce's next City Attorney and how does this position fit into your overall career plans?

Fort Pierce is an exceptional community with a unique blend of challenges and opportunities that genuinely pique my interest. Having resided in Saint Lucie County for over three decades, I've developed a strong local connection and a deep appreciation for the city. Becoming Fort Pierce's City Attorney aligns perfectly with my desire to contribute to its growth and development.

My extensive experience in local government law, which spans over 40 years, positions me well to support each Mayor and Commissioner in enhancing the city's potential. Having successfully navigated diverse legal scenarios, I believe I can make a meaningful impact on the city's progress.

While private law practice has been rewarding, I feel a strong calling to transition to the public sector and offer my skills for the betterment of the community. My goal is to stand beside every governing body member, ensuring that Fort Pierce continues to flourish. Regarding my career plans, if chosen as City Attorney, I see myself fully committing to the role, serving diligently until my capabilities either no longer align or a more suitable successor emerges. My aspiration is to contribute significantly to the city's success and leave a lasting positive mark on Fort Pierce's trajectory.

I eagerly anticipate the opportunity to serve Fort Pierce in this capacity, aligning my career aspirations with the city's dynamic potential for growth and improvement.

**2. What is the largest number of employees that you have managed and where?
What is the largest annual operating budget that you have managed?**

Throughout my career, I've had the privilege of managing law office teams ranging from 1 to 5 staff members, including contract counsel. This experience has provided valuable insights into effective leadership and team coordination. My oversight extended to budgets that ranged from \$250,000 to \$500,000, encompassing various operational needs.

Furthermore, I had the honor of chairing a Florida Bar rules committee, a role that exposed me to a unique management dynamic. This committee played a crucial role in developing rules changes for the Supreme Court, bringing together approximately 40 professionals from diverse backgrounds including judges, court clerks, prosecutors, defense attorneys, and motor vehicle staff members. Leading this team taught me how to navigate the intricacies of managing and building consensus among a substantial group of volunteers with distinct expertise.

These experiences have equipped me with a strong foundation in managing personnel and financial resources effectively, ensuring optimal operational outcomes within a collaborative framework.

3. How do you stay professionally current and on top of issues with the potential for significant impact on your jurisdiction? How do ensure that your employees stay current?

Staying abreast of current developments and potential impactful issues is essential to my role. To achieve this, I maintain a robust legal, news, and scientific database that provides real-time alerts on matters I designate of concern. In addition to my legal studies, I dedicate time to reading 3-4 non-legal, non-fiction books across a range of subjects, as well as 1-2 books on legal techniques each month. A consistent practice of reading United States Supreme Court opinions upon release, along with all 11th Circuit Court of Appeals opinions, keeps me well-versed in relevant federal matters, including governmental immunity considerations.

Complementing my reading regimen, I actively engage in legal and non-legal webinars and seminars. These opportunities allow me to tap into the expertise of esteemed subject matter experts and stay at the forefront of evolving trends and legal perspectives.

Regarding my approach to keeping employees informed, I view the Office of the City Attorney as a dynamic learning organization. I've found that creating an environment that values continual learning is essential. This includes not only formal instruction but also leveraging everyday situations as teaching moments. Nurturing employee talent and fostering a culture of ongoing education is a priority, ensuring that our team remains current and equipped to address the complex challenges that may arise.

By blending a strategic mix of personal learning endeavors and organized educational opportunities for my team, I am committed to maintaining an informed and empowered environment for both myself and my colleagues.

4. Describe your leadership and management style with your employees.

Leadership: My leadership style is a harmonious blend of servant leadership, mission command, and principle-centered approaches. The central tenet is putting the mission at the forefront, followed by the well-being of the team, and finally, my own role, all guided by core principles. Ego takes a backseat as I always strive to groom my successors, ensuring a seamless transition. I lead by walking alongside my team, neither lagging behind nor forging ahead, but moving in unison with them.

Management: Effective management, in my view, revolves around overseeing systems rather than just individuals. A transformation occurs when we shift focus from assigning blame to identifying systemic failures, leading to lasting solutions and improvements. My management philosophy encompasses systems thinking, process management, and a deep understanding of organizational culture—these three pillars shape my perspective on organizational behavior. Once the Three Ts (Train, Test, Trust) are in place, I establish a "commander's intent" and

empower my team to execute it autonomously, without micromanaging. I firmly believe in the power of thought-provoking questions that guide individuals towards discovering answers, rather than merely providing solutions. Asking the right questions is integral to a productive process.

When it comes to talent recruitment, outreach is paramount. While skillsets are important, a passion for public service is a critical factor. Talent management involves continuous learning and coaching, coupled with diverse assignments, to foster lifelong growth. In succession planning, I emphasize the significance of both welcoming new talent and, when necessary, parting ways. Staying connected with former team members and facilitating their potential return is a vital aspect of my approach to cultivating a robust organizational ecosystem.

5. Have you ever worked directly for a policy making body?

Yes.

6. Are you a member in good standing of the Florida Bar?

Yes.

7. Describe your workload tolerance.... what type of office hours do you typically keep?

I maintain a workload tolerance of approximately 50-60 hours per week. My regular office hours span from 6:00 am to 4:00 pm, supplemented by evening meetings when required. Weekend commitments may vary depending on the nature of tasks and responsibilities. This schedule reflects my commitment to fulfilling the demands of the role, while ensuring that the necessary flexibility exists to address any unforeseen requirements.

8. What would you hope to accomplish the first 30 days on the job; the first 6 months; and the first year?

A. Generally:

I envision achieving consistent goals across all three timeframes. I've designed a structured approach called the City Attorney Prioritized Leadership Focal Points, as presented in Attachment A. This paradigm allocates dedicated time each week for strategic initiatives beyond day-to-day operations, creating a framework that sets clear priorities and fosters systemic improvement. Although these time allocations may evolve based on an initial evaluation of the City, the principle remains: investing time today paves the way for efficient progress tomorrow.

B. Specifically:

- **First 30 days:** My focus during this initial phase is on conducting a comprehensive evaluation of the City's legal affairs and governmental culture. Employing Einstein's wisdom, I will spend a significant portion of this period assessing the intricacies of existing challenges before devising solutions. I will engage with governing body members, department heads, staff, community leaders, and various stakeholders. While continuing with day-to-day operations, I will immerse myself in understanding the dynamics of the City to accelerate my learning curve. Commence development of Department Business Plan, Communications Plan, Intra and Inter Department Training Plan, and Emergency Plan.

- **First 6 months:** The subsequent half-year will entail an in-depth, bottom-up analysis of all policies, procedures, rules, regulations, ordinances, and the City Charter. My primary focus will be identifying outdated, incorrect, or legally precarious aspects that warrant attention and recommendations for enhancement. Implementation of a quality management system, using the National Institute of Standards and Technology *Baldrige Excellence Framework 2023-2024*. See Attachment B, City Attorney Core Values and concepts, which is the foundation of the excellence framework. Implementation of routine Root Cause Analysis (RCA) for all issues brought before the City Attorney's Office.
- **First year:** Building on the foundation established in the previous phases, the first year will involve an exhaustive review and refinement of all policies, procedures, rules, regulations, ordinances, and the City Charter. This comprehensive assessment aims to streamline and strengthen the legal components of these aspects, providing actionable recommendations for improvement.

Additionally, within the first year, I plan to harness the progression of City litigation to conduct litigation-focused group surveys and research. This approach will yield data that complements policy discussions, offering the Commission valuable insights into public concerns as they relate to ongoing litigation and broader public policy considerations.

My approach blends immediate evaluation, systematic improvement, and continuous data collection to ensure effective governance and strategic decision-making that aligns with the City's best interests.

9. What experience do you have with organizational and/or performance analysis directed at identifying issues in need of change?

Over the years, I have engaged in numerous instances involving the assessment of organizational, workflow, and performance matters for both public and private entities. These experiences have provided me with valuable insights into identifying areas that require change to optimize efficiency and effectiveness. My background has equipped me to adeptly analyze and address issues, fostering positive transformations within various organizational contexts.

Organization Diagnosis, Design, and Transformation based on design thinking principles and the *Baldrige Excellence Framework* are the primary methodologies used. In terms of workflows, I use the *Workflow Designer* program as part of process analysis and design.

I have designed a City Attorney Core Competencies Model, as presented in attachment C. This provides a framework for analyzing position of City Attorney and City legal operations.

10. Please describe your experience in dealing with intergovernmental entities. Specifically, how do you work with the City Manager and other sections/branches of the City government while maintaining your independence?

Throughout my career, I have engaged extensively with intergovernmental entities across different levels. This experience has allowed me to establish effective collaborations while upholding the independence integral to my role as City Attorney. Working alongside the City Manager and various sections of the City government involves a multifaceted approach:

1. **Open Communication:** I prioritize transparent communication by regularly engaging

with the City Manager and relevant departments. This ensures that legal considerations are seamlessly integrated into decision-making processes, minimizing potential conflicts and promoting a harmonious working dynamic.

2. **Impartial Legal Counsel:** As the City Attorney, my foremost responsibility is to provide impartial legal counsel and guidance. This requires presenting legal perspectives objectively, even if they diverge from the preferences of other departments. By delivering clear and comprehensive legal advice, I enable well-informed decisions while maintaining my professional independence.
3. **Collaborative Partnership:** Rather than isolating myself, I embrace a collaborative partnership approach. This involves closely collaborating with the City Manager and other sections to comprehend their objectives and challenges. By aligning legal insights with the broader City goals, I facilitate consensus-building and cooperative problem-solving.
4. **Policy and Procedure Review:** I proactively engage in comprehensive reviews of proposed policies and procedures, ensuring legal compliance and minimizing potential risks. This proactive involvement allows me to address legal concerns at an early stage, cultivating a proactive prevention-oriented environment.
5. **Ethical Commitment:** Upholding ethical standards is central to my approach. This commitment extends to interactions with intergovernmental entities. While fostering collaboration and guidance, I remain steadfast in offering unbiased legal opinions, even if they challenge specific decisions.
6. **Conflict Resolution:** In instances of differing viewpoints, I excel in facilitating constructive dialogues to find common ground. This contributes to smoother interactions and fosters an atmosphere of mutual respect and cooperation.
7. **Professional Autonomy:** My role is characterized by professional autonomy, ensuring that my legal opinions are grounded in the law, safeguarding the City's interests and reputation while contributing to balanced decision-making processes.

In conclusion, my extensive experience in collaborating with intergovernmental entities has equipped me with the expertise to foster effective partnerships while preserving the independence integral to my role as City Attorney. By championing open communication, delivering impartial legal counsel, and embracing a collaborative partnership approach, I am committed to seamlessly integrating legal considerations into the City's governance while ensuring my independence remains steadfast. Trust-building with both City staff and the community is pivotal to maintaining this independence, and I am dedicated to cultivating these relationships.

11. Tell us how you communicate with your governing body and its individual members.

The foundation of effective communication with the governing body and its members is the establishment of intimate professional relationships. While addressing communication methods is important, it's crucial to prioritize building personal connections with each governing body member as a prerequisite for true communication and trust-building.

I believe that fostering deep relationships with governing body members is essential for productive communication. I liken this approach to the relationship individuals have with their spiritual leaders. In the realm of public policy, I perceive my role with each governing body member akin to that of a debate coach. My guidance is based on their individual political agendas. I offer information and advice impartially to members regardless of their stance on an issue. Similar to a debate coach, my aim is to bring out the best in each member. Their responsibility is to articulate their perspectives and collaboratively build a consensus on legislative action within the Commission.

My communication approach entails meeting with each governing body member before every meeting. During these discussions, we review the meeting agenda, address non-agenda concerns that might arise, anticipate public inquiries, and address questions. This pre-meeting interaction allows for thorough preparation, exploration of options, and solution development in a reflective setting, free from the pressures of a live meeting.

Understanding the preferred learning style of each governing body member is vital. I ascertain whether they are readers or visual learners. This helps tailor the information dissemination process to their preferences. I typically structure my formal analysis in tiers, beginning with an executive summary, followed by a moderated discussion, and supported by detailed materials. This tiered approach enables each member to engage with the content at a level that suits them best.

In essence, my communication strategy is rooted in building intimate professional relationships, ensuring a well-prepared pre-meeting discussion, and delivering information in a format that accommodates each governing body member's learning style and preferences. This approach is aimed at enhancing collaboration, understanding, and productive decision-making within the Commission.

12. How would you handle situations where the Commissioners wish to take actions that you do not consider lawful?

Upholding the rule of law and preserving our town's legal integrity as a Charter Officer is paramount. In instances where Commissioners express interest in actions that I deem potentially unlawful, I approach the situation with professionalism, respect, and a commitment to the well-being of our community.

My strategy in such situations encompasses the following steps:

1. **Clear Legal Explanation:** I initiate by offering a comprehensive explanation of the legal aspects that render the proposed actions questionable or potentially unlawful. This includes referencing relevant laws, regulations, and legal precedents to provide a comprehensive understanding of the legal framework and associated risks.
2. **Private Consultation:** I advocate a private consultation with Commissioners to delve deeper into my concerns. This approach fosters open dialogue and facilitates a candid exchange of information, avoiding public confrontation while addressing concerns.
3. **Presenting Alternatives:** As a problem solver, I suggest alternative courses of action that align with legal boundaries yet cater to the Commissioners' objectives. By presenting viable options, I illustrate my commitment to collaboration within legal confines.
4. **Thorough Research:** If disagreement persists, I conduct additional research and analysis to substantiate my legal stance. This may involve consulting legal experts, examining case law, and seeking advice from pertinent legal resources to validate my position.
5. **Public Discussion:** If a resolution remains elusive, I recommend addressing the matter in a public Commission meeting. Discussing the legal considerations and potential implications openly encourages transparency and community input, enabling Commissioners to reconsider based on public feedback.
6. **Confidential Legal Opinion:** If warranted, I can offer a confidential oral legal opinion to each Commissioner outlining potential legal risks tied to their proposed actions. This document acts as a resource for informed decision-making within legal boundaries.
7. **Respectful Advocacy:** My approach remains respectful and cooperative throughout the

process. I advocate for the rule of law and potential legal amendments while acknowledging Commissioners' intentions. This fosters a professional environment of open communication.

8. **Ethical Duty:** My foremost obligation as City Attorney is to provide impartial legal guidance, even when it contrasts with elected Commissioners' wishes. If all attempts to address the situation within the law are exhausted and Commissioners persist with potentially unlawful actions, I would take necessary steps to uphold the law, including advising against or abstaining from implementation, or challenging the law itself to ensure the integrity of Commission actions.

In summary, my approach entails transparent communication, thorough research, and upholding the law to handle situations where Commissioners seek actions I consider potentially unlawful. While I explore alternatives, my ultimate objective remains preserving the legal integrity of our community's governance, while collaborating with elected officials.

However, it's important to note that my initial legal assessment may not be the final word on what is lawful. The law is dynamic, and I am committed to finding ways to bend or change it to meet the Commission's objectives while considering the legal, political, and financial implications. I adhere to a guiding principle: "But... is it right?" If an action is morally and ethically right and aligns with your goals, I will provide the courage to defend it, even if some may perceive it as "unlawful." Historical examples, like challenging segregation in schools, remind us that the law can evolve to reflect justice and morality. My commitment is to guide you on a path that is both lawful and right.

13. How would you handle questions of law, including issues relating to public safety, that may be viewed differently by an ethnically and economically diverse community and Commission?

Addressing questions of law in the context of public safety while accommodating the viewpoints of a diverse community and Commission requires a comprehensive and inclusive approach. I would implement the following strategies to ensure fair and informed decision-making:

1. **Open Dialogue and Active Listening:** Recognizing the multitude of perspectives within a diverse community, I would prioritize open dialogue and actively listen to the concerns of community members and the Commission. Engaging in meaningful conversations allows me to gain insights into the unique viewpoints held by different groups.
2. **Cultural Sensitivity and Education:** To promote understanding, I would emphasize cultural sensitivity and education. By providing accurate and comprehensive information about the legal issues and their potential impact on public safety, I can facilitate informed discussions that respect the cultural and economic diversities present.
3. **Collaborative Problem-Solving:** Creating spaces for collaborative problem-solving is essential. I would convene discussions involving representatives from diverse backgrounds to collectively explore solutions. These engagements could take the form of community forums, workshops, and advisory panels, fostering a holistic perspective that embraces the needs of all segments of the population.
4. **Transparency and Legal Education:** Ensuring transparency by explaining the legal framework and limitations surrounding the issues is key. By organizing public forums, workshops, and providing accessible materials, I can ensure that everyone has access to the same legal information. This transparency dispels misunderstandings and promotes an informed public discourse.
5. **Tailored Policies:** Recognizing that a one-size-fits-all approach is insufficient, I would advocate for policies that can be customized to address the distinct needs of different

neighborhoods within the city. This approach respects the unique concerns of various ethnic and economic groups.

6. **Mediation and Conflict Resolution:** In cases of significant disagreement, exploring mediation and conflict resolution mechanisms can be beneficial. These structured processes provide a platform to address disputes and seek middle ground, fostering a sense of unity among the diverse community.
7. **Consistency and Fairness:** Prioritizing consistency and fairness in law enforcement and policy implementation is crucial. Upholding these principles helps address concerns related to bias and unequal treatment, promoting a sense of equity and justice for all.

In conclusion, my strategy for handling questions of law related to public safety within a diverse community involves open communication, cultural understanding, transparency, and collaborative problem-solving. By valuing and considering the input of all community members and the Commission, I aim to make well-informed decisions that respect the diverse perspectives present within our city. Additionally, I believe in the importance of conducting personal reconnaissance on the ground to ascertain the ground truth, identify cognitive biases, and develop options that lead to a harmonious community consensus.

14. **Please provide a copy of a legal opinion that you have authored. (You may provide a redacted copy.)**

See attached opinion Attachment D.

15. **Have you ever been found to have committed any acts of discrimination, sexual harassment, or creation a hostile work environment? If so, please explain.**

No.

16. **Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.**

No.

17. **Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?**

No.

18. **Is the resume you submitted accurate and current? If not, please explain any discrepancies.**

Yes.

19. **Are you currently employed?**

Yes.

20. **Have you ever been fired or resigned under pressure from a job? If so, please explain.**

No.

21. Have you ever sued an employer or been sued by an employer or employee? If so, please explain.

No.

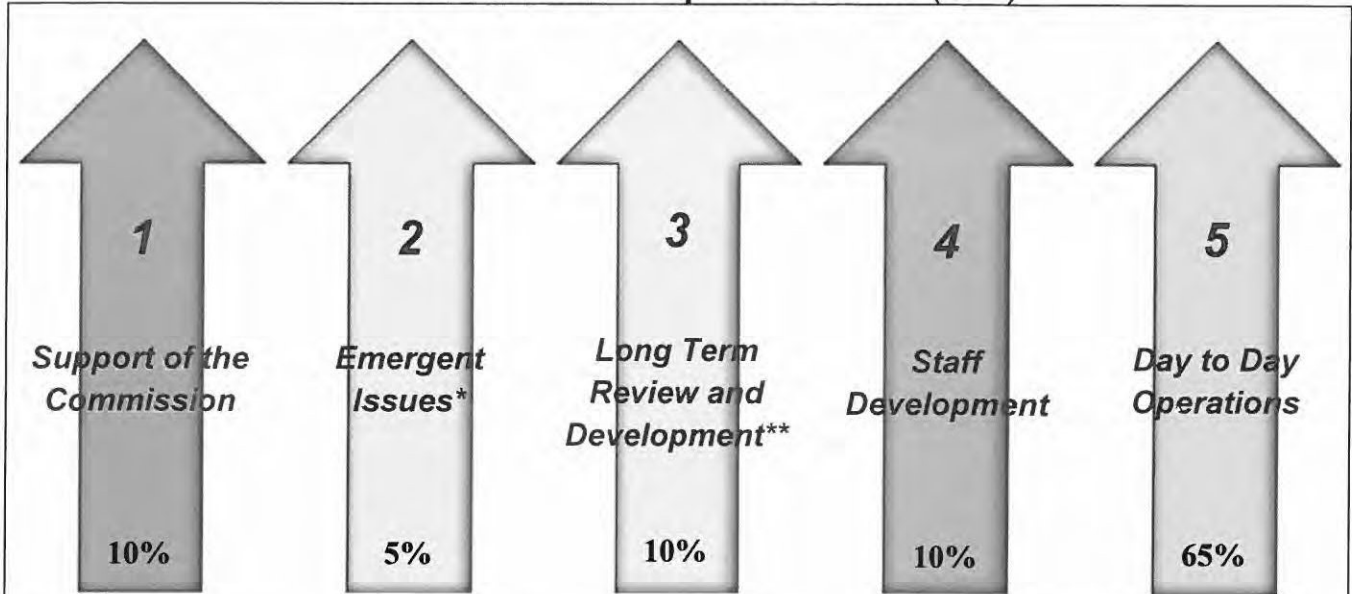
22. What are your compensation expectations?

My compensation expectations are flexible, and can be explored in greater detail during the interview process. I've taken the time to review the terms of the last three City Attorney contracts as well as the budget allocated for the City Attorney role. This research leads me to believe that we can find a mutually agreeable compensation package that aligns with both my experience and the City's resources.

###

ATTACHMENT A

City Attorney Prioritized Leadership Focal Points (LFP)



* Includes: Development of contingency and crisis action planning protocols.

** Includes: Charter, ordinance, and policy review; trust building, and innovation, quality management system, strategic planning and policy and procedure development.

Notes: Arrow numbers indicate priority.
Percentages are budgeted time allocations.
Time allocations subject to organizational ground conditions.

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ATTACHMENT B

John J. Anastasio, Esq.

CITY ATTORNEY CORE VALUES AND CONCEPTS

(Adapted from the Baldrige Excellence Framework® National Institute of Standards and Technology (NIST) United States Department of Commerce)

Customer Focused Excellence

The City Attorney's customers/stakeholders (elected officials, City administration and employees, citizens, vendors, the courts, our adversaries, applicants, and the media) are the ultimate judges of performance and the quality of services. The City Attorney must consider all service features and characteristics, all modes of customer access and support, and all organizational values and behaviors that contribute value to customers.

Systems Perspective

A systems perspective means, managing all the components of the City Attorney Office, as a unified whole to achieve our mission, ongoing success, and performance excellence. Workflow processes are the energy that drives this engine. Law, logic, and compassion, keep that engine on track.

Visionary Leadership

The City Attorney, with their staff, should set a vision for the organization, create a customer focus, demonstrate clear and visible organizational values and ethics, and set high expectations for the workforce. It is the creation of a culture to outlast any one person.

Valuing People

The City Attorney Office's success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, intelligent team structure, the opportunity to learn, and accountability for performance.

Agility and Resilience

Success in today's ever-changing, globally competitive environment demands agility and organizational resilience. Agility requires a capacity for rapid change and for flexibility in operations. Organizational resilience is the ability to anticipate, prepare for, and recover from disasters, emergencies, and other disruptions, and—when disruptions occur—to protect and enhance workforce and customer engagement, supply-network and financial performance, organizational productivity, City development and community well-being

Organizational Learning

Organizational learning includes continuous improvement of existing approaches; the adoption of innovations, best practices as a starting point; and significant, discontinuous change or innovation, leading to new goals, approaches, and services. The City Attorney Office has a special knowledge management role, to insure horizontal (Citywide) learning, as a Center for Lessons Learned in the realm of legal affairs, which preserves that knowledge regardless of the change in City Attorney or office personnel.

Focus on Success and Innovation

Ensuring City Attorney Office's success now and in the future requires understanding of, and forecasting, the short and longer-term factors that affect the Office the City, and its environment. It also requires the ability to drive organizational innovation.

Management by Fact

Management by fact requires an unbiased measuring and analyzing of evidence, of the City Attorney Office s performance, both inside the organization and in the competitive environment of other.

Societal Contributions

The City Attorney should stress contributions to the public and the consideration of societal well-being and benefit. The City Attorney should be a role model for the Office, the City its workforce, and citizens, in the protection of public health, safety, and the environment.

Ethics and Transparency

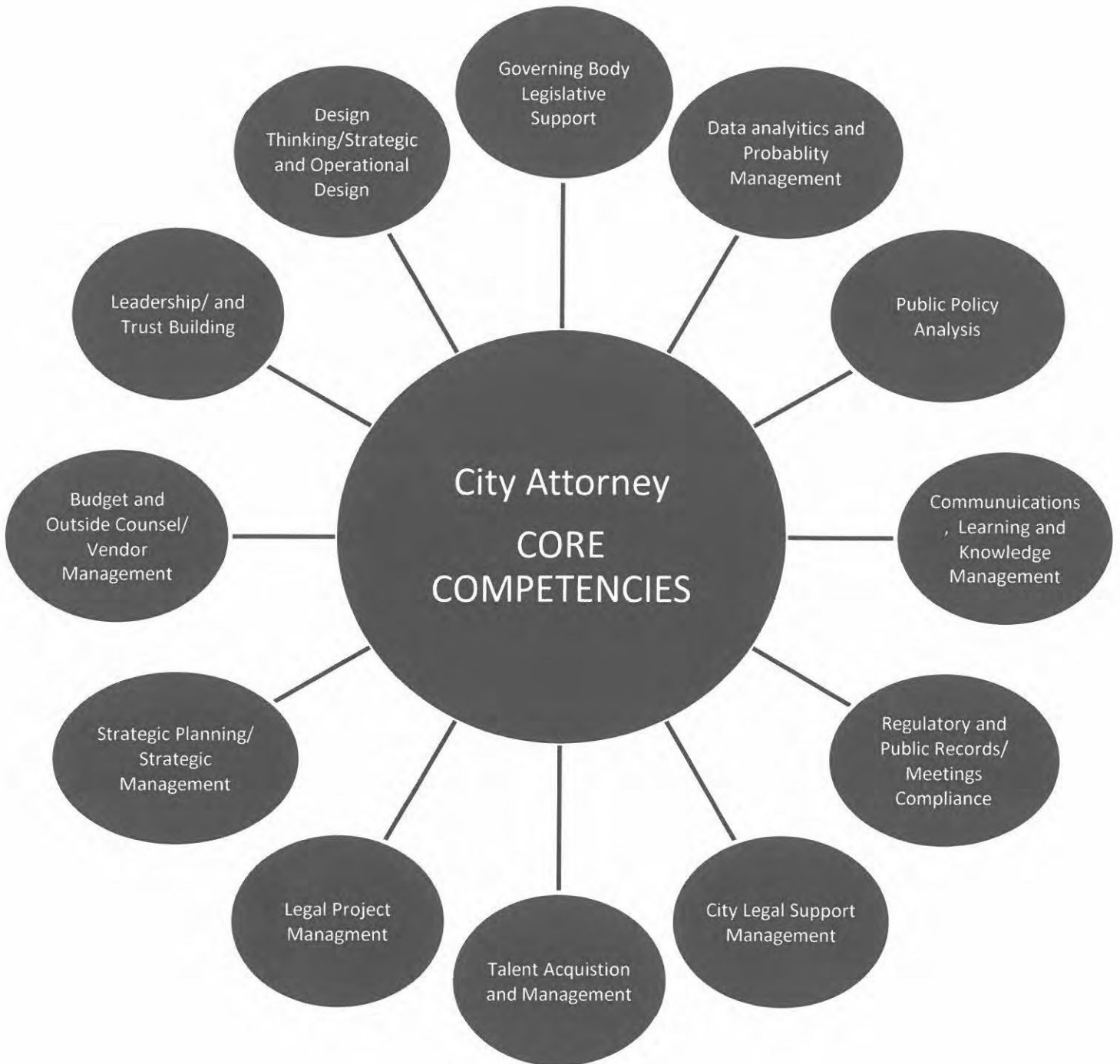
The City Attorney Office should stress ethical behavior in all stakeholder transactions and interactions. The City Attorney Office should be role models of ethical behavior, and make their expectations of stakeholder behavior very clear. This includes the important considerations of diversity, equity, and inclusion.

Delivering Value and Results

By delivering and balancing value for key stakeholders, the City Attorney builds trust and loyalty, contributes to growing the economy, and contributes to society. To meet the sometimes conflicting and changing aims that balancing value requires, the City Attorney's organizational strategy, should explicitly include key stakeholder requirements.

ATTACHMENT C

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ATTACHMENT D

This electronic document is ADA compliant.

Legal Review Humane Society Contract

TABLE OF CONTENTS

		Page
1.	Introduction	2
1.	Executive Summary	3
2.	Recommendations	4
3.	Discussion	5
TAB 1	Draft of contract	
TAB 2	1987 Lease	
TAB 3	HSSLC Form 990 (Return of Organization Exempt from Income Tax) 2000 to 2015	

1. Introduction

This is an informal review of the draft contract dated August 20, 2018, between the Humane Society of Saint Lucie County (HSSLC) and the City of Fort Pierce (City) TAB 1, and the 1987 lease agreement TAB 2.

This review is limited in two respects: financial and service delivery conditions.

Financial data for review is limited. A review of the HSSLC IRS Form 990 (Return of organization Exempt from Income Tax) was limited to 2001 through 2015 TAB 3. The Form 990 was unavailable for the years 2016 and 2017.

Conditions at the shelter are currently under investigation by Saint Lucie County. An inquiry was made to Saint Lucie County Communications Division Director Erick Gill. Mr. Gill indicated that report was not yet complete.

EXECUTIVE SUMMARY

1. The contract fails to provide language required in all public contracts by the Public Records Law. The contract's document retention period by the HSSLC fails to comply with the Public Records Law. This renders the agreement both subject to attack, and may expose the City Commissioners to sanctions for violations of the Public Records Law. Contract language changes required.

2. The contract insurance provisions allow for coverage gaps, and does not specify what specific endorsements to the policy are required, deductibles, and insurance carrier rating, claim and cancellation notices. Contract language changes required.

3. Concern about the financial responsibility of the HSSLC, appears to have some basis, based upon available HSSLC tax returns. Place HSSLC on a month to month contract pending financial review. Negotiate placement of a city representative on HSSLC Board of Directors. Contract language changes required. A month to month contract and payment for services should continue until the HSSLC financial picture is clearer.

5. The quality of performance (treatment of animals) consideration is awaiting the County's report on conditions. A month to month contract and payment for services should continue until the HSSLC shelter conditions are clarified.

6. The contract fails to provide procedures in the event of termination, to provide a smooth transition from the HSSLC to the city or successor provider for the City.

RECOMMENDATIONS

1. Public Records.

To comply with Florida statutes, the required language concerning access to public records held by third parties, should be added to the contract. Records retention time should be changed from 3 years to a minimum of 5 years.

2. Insurance.

Paragraph 14.A. of the contract provides for 30 days notice of cancellation or non-renewal of insurance. And, paragraph 16 provides that notices are to be in writing. These requirements should be stated in terms of the specific protective endorsements to be used.

3. Financial Responsibility.

If this concern is validated, then paragraph 8 of the agreement should have monthly reporting (under oath) and payment made on a monthly basis, rather than a quarterly basis. In the interim, the contract should be continued and paid on a monthly basis.

4. Shelter conditions.

If this concern is validated, the interim, the contract should be continued and paid on a monthly basis.

5. Future planning.

Other than a 30-day termination clause in paragraph 15, the contract is silent as procedures on termination. Procedures for the City to take over HSSLC operations in the event of termination should be outlined in the contract.

DISCUSSION

1. Public Records.

On July 1, 2016, Florida statutes now require specific wording for all public contracts concerning public records.

A. Required contract provisions.

Section 119.0701(a) Florida Statutes provides that:

Contract requirements. — In addition to other contract requirements provided by law, each public agency contract for services entered into or amended on or after July 1, 2016, must include:

(a) The following statement, in substantially the following form, identifying the contact information of the public agency's custodian of public records in at least 14-point boldfaced type:

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT (telephone number, e-mail address, and mailing address).

Section 119.0701(b) Florida Statutes further requires in each contract:

A provision that requires the contractor to comply with public records laws, specifically to:

1. Keep and maintain public records required by the public agency to perform the service.
2. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.

4. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency. [Emphasis added.]

NONE of these provisions required by the Public Records Law are in the HSSLC contract. Failure to comply with Chapter 119, exposes the City penalties for non-compliance under Section 119.07(1) Florida Statutes. You are not being protected from unknowingly violating Florida law.

B. Records retention.

Any records generated as the result of City expenditures or a contract are public records.

Florida Administrative Code section 1B-24.003 establishes record retention schedules. These retention schedules were established for each category of public agency, and detail the retention period for each type of public record.

The applicable retention schedule is *State of Florida General Records Schedule GS1-SL For State And Local Government Agencies*, Florida Department of State Division of Library and Information Services, February 19, 2015.

Two provisions in GS1-SL are relevant. They are found on page 11 of GS1-

SL and state:

DISBURSEMENT RECORDS: DETAIL

Item #340

This series consists of records documenting specific expenditures or transfers of agency moneys for the procurement of commodities and services and other purposes. The series may include, but is not limited to, procurement records such as requisitions, requisition logs, purchase orders, contracts, purchasing card (p-card) receipts, vendor invoices, receiving reports, acceptances of contract deliverables, approvals, and related documentation; and expenditure records for disbursements made through checks, warrants, electronic fund transfers (EFT), purchasing cards, or other methods, such as payment vouchers, approvals, check registers, cancelled checks, check stubs, cancelled warrants, disbursement ledgers, journal transactions, expenditure detail reports, refund records, and other accounts payable and related documentation. Retention is based on Section 95.11(2), Florida Statutes, Statute of Limitations on contracts, obligations, or liabilities. See also "DISBURSEMENT RECORDS: SUMMARY," "PURCHASING RECORDS," and "TRAVEL RECORDS."

RETENTION: 5 fiscal years.

DISBURSEMENT RECORDS: SUMMARY

Item #341

This series consists of records providing summary or aggregate documentation of expenditures or transfers of agency moneys for the procurement of commodities and services and other purposes. The series may include, but is not limited to, summary records such as trial balance reports, check logs and registers, summary expenditure reports, federal grant final closeout reports, summary journal transactions, and other accounts payable summary and related documentation. See also "DISBURSEMENT RECORDS: DETAIL."

RETENTION: 10 fiscal years.

Paragraph 12 of the contract provides that the HSSLC is to keep records for a period of **three years**. Detailed records are required under GS1-SL Item 341 are to be kept for five years. Summaries records are required under GS1-SL Item 341 are to be kept for **ten years**. The record retention period in paragraph 12 must be adjusted accordingly.

To fix these problem, recommended language is provided under TAB 3.

2. Insurance.

The contract insurance provisions under paragraph 14 of the contract, allows for potential coverage gaps, and does not specify what specific endorsements to the policy are required, deductibles, and insurance carrier rating. and cancellation notices. The contract addresses restrictive endorsements, but does not specify protective endorsements. Contract language changes required.

The contract requires insurance no less restrictive language than that found in the most recent standard Commercial General Liability Form (ISO Form CG 00 01). The latest version is the April 2013 version. (CG 00 01 13) The contract provides for the City to be as named insured by the use of a CG 20 10 endorsement. And, provides for 30 days' notice of cancellation to the City by mail.

The contract should specify use of a CG 02 05, which amends the cancellation provision. This allows for direct notice to the City as an additional insured. CG 00 01 **only** provides for the first named insured, the HSSLC to be notified. While the contract mentions this, specification of the exact form to be used as a standard should be indicated.

Further, use of the endorsement form CG 02 05 allows for notification for a period other than 30 days, to expand time for the city to take action, if the HSSLC's insurance lapses. This would further prevent a coverage gap due to a lapse.

The contract is silent as to the rating of the carrier. An example would be A.M. Best's Financial Strength Rating of A- Class VIII. Nor does it specify what deductible on the policy is acceptable to the City. These are important considerations in the purchase of an insurance product by HSSLC.

There is no indemnification provision in the contract. This would provide additional protection to the City.

Finally, there is no provision for the HSSLC to notify the city if a claim is filed. This is necessary for adequate monitoring of potential claims.

3. Financial Responsibility.

Partial financial data from HSSLC IRS Form 990 for 2000 through 2015

reveal the following information:

**HSSLC GROSS AND NET REVENUES
(TAB Form 990)**

	Total Revenue Form 990 line 12)	Revenue Less Expenses (Form 990 line 18)	Return Filing date
2015	1,226,889	-268,881	2017-08-14
2014	1,356,177	-278,779	2016-08-02
2013	1,913,611	176,530	2015-08-13
2012	1,644,520	204,575	2014-02-17
2011	2,730,915	1,321,945	2013-03-25
2010	1,545,643	48,703	2012-04-10
2009	1,297,942	-184,725	2011-02-02
2008	1,443,150	11,559	2010-04-14
2007	1,609,413	136,456	2009-01-29
2006	1,422,287	53,450	2008-02-25
2005	1,414,376	29,106	2007-03-16
2004	1,110,458	54,676	2006-02-10
2003	Not available	Not available	Not available
2002	735,819	-176,551	2004-02-06
2001	1,027,156	217,549	2003-02-06
2001	650,190	-77,102	2002-01-02

Form 990 for 2016 and 2017 were not available online for review.

The form 990s reflect that for the 16-year period above, six of those years the HSSLC appears to have operated in the red.

This gives cause to review the Form 990s for 2016, 2017 and a 2018 year to date financial statement, prior to entering into the contract.

At the April 2018 BHSSLC Board of director meeting, the HSSLC set the laudable goal to have it's shelters as "no kill" shelters. This will correspondingly increase costs over time. This factor should be considered when evaluating future financial viability of the HSSLC, as well as future payments from the City to the HSSLC.

Because services must continue, the contract should be on a month to month basis, with financial records and payment on a monthly basis. Consideration to be given to requiring a City representative (either City staff or a City volunteer), on the HSSLC Board of Directors to more closely monitor operations.

4. Shelter conditions.

An inquiry to Saint Lucie County Communications Division Director Erick Gill revealed that the County Board of Commissioners is awaiting a report on shelter conditions. Investigation by the city of shelter conditions should await the County's report, to determine if further investigation is required.

The County has continued its contract with the HSSLC on a monthly basis. Prudence dictates the City follow a month to month contract until the situation is clarified.

5. Future planning.

Other than a 30-day termination clause in paragraph 15, the contract is silent as procedures on termination. Procedures for the City to take over HSSLC operations in the event of termination should be outlined in the contract.

While the 2016 Public-private partnerships statute, Section 255.065 Florida Statutes does not currently apply to existing relationships, the principles embodied in that section should be given consideration in future contracts.

###

**FORT PIERCE, FLORIDA
CITY ATTORNEY
REFERENCE COMMENT SUMMARY**

JOHN ANASTASIO, III

REFERENCES INCLUDE:

Circuit Court Judge (Florida) - Professional Colleague
Private Attorney (Stuart, FL) – Professional Colleague
Private Attorney (Hollywood, FL – Professional Colleague

PROFESSIONAL STRENGTHS:

Highly Intelligent
Leadership skills
A creative problem solver
Research driven and detail focused.
Continuous learner
Self-improvement - a continuous learner

PERSONALITY:

Hard working
Professionally dedicated.
Speaks his mind (assertive but sensitive)
Good sense of humor
Skilled at diffusing contentious situations

INTERPERSONAL CHARACTERISTICS:

Articulate
Clear verbal and written communicator

MANAGEMENT:

Team leadership style
Seeks and welcomes input.
Provides clear direction.
Delegates effectively
Retains staff for long periods and is highly respected by them.

QUALIFICATIONS APPRAISAL GUIDE

John Anastasio

	Very strong evidence that skill is present (5 Points)	Strong evidence that skill is present (4 Points)	Some evidence that skill is present (3 Points)	Strong evidence that skill is not present (1-2 Points)	Very strong evidence that skill is not present (0 Points)	Insufficient evidence for or against skill (0 Points)
GENERAL IMPRESSIONS: Behavior and appearance appropriate to the job; poise, tact, neatness and grooming and professional maturity.						
BACKGROUND: Type of and quality of experience, appropriate education and reasons for job changes.						
PRESENTATION: Communication skills; ability to understand implications of questions and to make clear and direct replies; ability to select, organize and present ideas; clarity of speech and appropriate use of language.						
JOB EFFECTIVENESS: Ability to perform the duties of the job; industrious, dependable and properly assertive; ability to deal effectively with practical problems of the job; interpersonal skills appropriate for the job.						
ADMINISTRATION: Ability to perform in an administrative capacity; understanding of the principles and practices of management and leadership; ability to lead, direct, and coordinate the work of others; understanding of the political process and ability and willingness to work within it.						

Total Points _____

Comments

Interviewer Signature: _____

Date: _____

