



# MEMO

**TO:** Mayor and Council

**FROM:** Ken Cassel, City Manager

**DATE:** July 2, 2020

**RE:** Response to Mayor's Request (e-mail dated June 22<sup>nd</sup>.)

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I serve my employer Inframark, the same way I have served any entity that I have owned or managed in my entire career, with personal integrity, honor, fairness, impartiality and always making sure the end user (consumer, resident or client) received the best level of service at the best possible price.

Inframark, and as one of their managers, work for the whole Board and execute the policies and directives of the Board within all ethical and legal parameters. I adhere to the professional tenets of the International City Managers Association (ICMA) and the Florida City County Management Association (FCCMA) in the decision-making process. For example, ICMA has a six-step process for evaluating decisions. Those steps are, Follow the Law, Don't Break the Rules, Maintain Integrity, Appearances Matter, Consider the Consequences, and Ask Before You Act. The ask before you act refers to seeking council from other ICMA, other ICMA City Managers, and various legal counsel (in-house, or others).

In addition to the ICMA decision process, I have continually striven to follow the twelve tenets of FCCMA which are as follows:

1. Be dedicated to the concepts of effective democratic local government by responsible elected officials and believe that professional management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.
3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
4. Recognize that the chief function of local government at all times is to serve the best interests of all the people.
5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participating in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs; encourage communication between the citizens and all local governmental officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.
12. Seek no favor, believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

It is personal conviction and understanding that I am not the final decision maker in policy direction, but it is the responsibility of the Board I work for. I carry out the Boards vision and policy directions to the best of my ability. I also work diligently to instill this same commitment to personal integrity, fairness and understanding within any entity I am privileged to manage.