



**TOWN OF LOXAHATCHEE GROVES
TOWN COUNCIL SPECIAL & WORKSHOP MEETING MINUTES
TOWN HALL COUNCIL CHAMBERS – 155 F. Road, Loxahatchee Groves, FL 33470
Tuesday, December 02, 2025**

TOWN COUNCIL AGENDA ITEMS

CALL TO ORDER

Mayor Kane called the meeting to order at 6:00 PM.

PLEDGE OF ALLEGIANCE FOLLOWED BY A MOMENT OF SILENCE

Mayor Kane led the Pledge of Allegiance followed by a moment of silence.

ROLL CALL

Mayor Anita Kane, Vice Mayor Margaret Herzog, Councilmember Paul Coleman, Councilmember Lisa El-Ramey, Councilmember McLendon Town Manager Francine Ramaglia, Town Attorney Jeff Kurtz, Town Clerk Valerie Oakes, Community Standards Director Caryn Gardner-Young, and Public Works Superintendent Craig Lower were present.

ADDITIONS, DELETIONS AND MODIFICATIONS

Mayor Kane called for any additions, deletions, modifications or approval of the agenda.

**MOTION: COUNCILMEMBER COLEMAN/COUNCILMEMBER MCLENDON
MOVED TO APPROVE THE AGENDA AS PRESENTED, WHICH
PASSED UNANIMOUSLY (5-0).**

Mayor Kane read into the record the November 21, 2025, letter from the Office of the State Attorney regarding the allegations made against Town Manager Ramaglia, which concluded that Ms. Ramaglia had done her due diligence and the inquiry was closed.

PRESENTATIONS

1. Presentation by Palm Beach County Fire Rescue Regarding Proposed Local Bill Affecting MSTU Municipalities and Consideration of Supporting Resolution No. 2025-88 by Palm Beach County Fire Chief Patrick Kennedy

Fire Chief Kennedy and District Chief Vomero presented the proposed local bill affecting MSTU municipalities.

MOTION: COUNCILMEMBER COLEMAN/COUNCILMEMBER MCLENDON MOVED PULL ITEM NO. 6 OFF THE CONSENT AGENDA AND APPROVE RESOLUTION NO. 2025-88, WHICH PASSED UNANIMOUSLY (5-0).

2. Presentation on Legislative Update by Ronald L. Book, Town Lobbyist – Review of 2026 Legislative Issues, Town Priorities, and Council Direction

Mr. Book presented the legislative update. Town Council discussion ensued.

By consensus, the Town Council directed Mr. Book to work with their contacts at the Public Service Commission on the Town's current FPL underground project.

CONSENT AGENDA

Councilmember McLendon pulled Item No. 8. Councilmember El-Ramey pulled Item No. 4, 10, 11 and 12.

MOTION: COUNCILMEMBER EL-RAMEY/COUNCILMEMBER COLEMAN MOVED TO APPROVE CONSENT AGENDA ITEM NO. 3, 5, 7 AND 9, WHICH PASSED UNANIMOUSLY (5-0).

3. Consideration of Approval on **Resolution No. 2025-83**: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, APPROVING CONTINUING CONTRACTS WITH WGI, INC. AND J MORTON PLANNING & LANDSCAPING ARCHITECTURE, INC. FOR GENERAL PLANNING SERVICES; TEW AND TAYLOR HOLDINGS GROUP, INC. AND C.A.P.GOVERNMENT INC. FOR BUILDING SERVICES; AND FLORIDA TECHNICAL CONSULTANTS, LLC FOR DEVELOPMENT ENGINEERING REVIEW SERVICE; AUTHORIZING THE TOWN MANAGER AND THE TOWN ATTORNEY TO TAKE SUCH ACTIONS AS ARE NECESSARY TO IMPLEMENT THIS RESOLUTION; PROVIDING FOR CONFLICTS, SEVERABILITY, AND AN EFFECTIVE DATE.

APPROVED ON CONSENT.

4. Consideration of Approval on ***Resolution No. 2025-86***: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, ADOPTING BUDGET AMENDMENTS FOR THE TOWN'S BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2024, AND ENDING SEPTEMBER 30, 2025 AND FOR THE TOWN'S BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2025, AND ENDING SEPTEMBER 30, 2026; PROVIDING FOR SEVERABILITY, CONFLICTS, AND AN EFFECTIVE DATE.

Item No. 4 pulled off the Consent Agenda for discussion and moved to the end of the Regular Agenda, which was discussed after Item No. 17.

**MOTION: COUNCILMEMBER COLEMAN/VICE MAYOR HERZOG
MOVED TO DENY RESOLUTION NO. 2025-86 AND ADD IT TO
THE FOOTNOTE, WHICH PASSED UNANIMOUSLY (5-0).**

5. Consideration of Approval on ***Resolution No. 2025-87***: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA APPROVING REMOVAL OF SPECIMEN TREES; PROVIDING AN EFFECTIVE DATE.

APPROVED ON CONSENT.

6. Consideration of Approval on ***Resolution No. 2025-88***: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, EXPRESSING SUPPORT FOR A PROPOSED LOCAL BILL RELATING TO THE PALM BEACH COUNTY FIRE-RESCUE MUNICIPAL SERVICE TAXING UNIT (MSTU); PROVIDING THAT A MUNICIPAL SERVICE TAXING UNIT, THE PRIMARY PURPOSE OF WHICH IS TO PROVIDE FIRE PROTECTION, RESCUE, AND EMERGENCY MEDICAL SERVICES TO RESIDENTS IN UNINCORPORATED AREAS OF THE COUNTY, SHALL REMAIN THE SERVICE PROVIDER TO REAL PROPERTY ANNEXED AFTER A SPECIFIED DATE UNLESS OTHERWISE PROVIDED BY INTERLOCAL AGREEMENT; PROVIDING FOR TRANSMITTAL; AND PROVIDING FOR AN EFFECTIVE DATE.

Item No. 6 was pulled off the Consent and approved during Item No. 1.

7. Consideration of Approval on ***Resolution No. 2025-89***: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, APPOINTING JENNIFER STEPHENS TO THE BOARD OF LOXAHATCHEE GROVES LOCAL PLANNING AGENCY (LPA)/ PLANNING AND ZONING BOARD; PROVIDING FOR CONFLICT, SEVERABILITY, AND AN EFFECTIVE DATE.

APPROVED ON CONSENT.

8. Consideration of Approval on ***Resolution No. 2025-90***: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, DESIGNATING THE MAYOR, OR THE MAYOR'S DESIGNATED ALTERNATE, AS THE PRIMARY SPOKESPERSON ON BEHALF OF THE TOWN RELATIVE TO PROPOSED AND

PENDING LEGISLATION BEFORE COUNTY, STATE, AND FEDERAL ELECTED REPRESENTATIVES, INCLUDING MATTERS OF APPROPRIATIONS; AUTHORIZING THE MAYOR OR DESIGNATED ALTERNATE TO CONVEY THE TOWN'S POSITION ON LEGISLATIVE AND BUDGETARY ISSUES IN COMMUNICATIONS WITH ELECTED OFFICIALS, STAFF MEMBERS, AND THE TOWN'S LOBBYISTS; PROVIDING FOR CONFLICTS, SEVERABILITY, AND AN EFFECTIVE DATE.

Item No. 8 pulled off the Consent Agenda for discussion and moved to the end of the Regular Agenda, which was discussed after Item No. 4.

Town Council discussion ensued.

Public comment from Sheetal Sood, Cassie Suchy and Phillis Maniglia.

MOTION: **COUNCILMEMBER MCLENDON/COUNCILMEMBER COLEMAN MOVED TO MODIFY RESOLUTION NO. 2025-90 TO "AUTHORIZE MAYOR, VICE MAYOR AND COUNCILMEMBERS", WHICH PASSED UNANIMOUSLY (5-0).**

9. Consideration of Approval on **Resolution No. 2025-91**: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA APPROVING THE SCOPE AND PRICING FOR EMPLOYEE INSURANCE AND RELATED BENEFITS; AUTHORIZING THE TOWN MANAGER TO TAKE SUCH ACTIONS AS ARE NECESSARY TO IMPLEMENT THIS RESOLUTION; AND PROVIDING FOR AN EFFECTIVE DATE.

APPROVED ON CONSENT.

10. Consideration of Approval on **Resolution No. 2025-92**: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, APPROVING A MEMORANDUM OF UNDERSTANDING (MOU) WITH THE SOLID WASTE AUTHORITY OF PALM BEACH COUNTY (SWA) RELATING TO PARTNERING TO SATISFY THE REQUIREMENTS OF SB 180 "EMERGENCIES" TO JOINTLY APPLY FOR AUTHORIZATION AND USE OF DEBRIS MANAGEMENT SITES ; AUTHORIZING THE TOWN MANAGER AND THE TOWN ATTORNEY TO TAKE SUCH ACTIONS AS ARE NECESSARY TO IMPLEMENT THIS RESOLUTION; PROVIDING FOR CONFLICTS, SEVERABILITY, AND AN EFFECTIVE DATE.

Item No. 10 pulled off the Consent Agenda for discussion and moved to the end of the Regular Agenda, which was discussed after Item No. 8.

MOTION: **COUNCILMEMBER EL-RAMEY/COUNCILMEMBER COLEMAN MOVED TO APPROVE RESOLUTION NO. 2025-92, WHICH PASSED UNANIMOUSLY (5-0).**

11. Consideration of Approval on **Resolution No. 2025-93**: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, APPROVING THE UTILIZATION OF AN AGREEMENT BASED ON THE VILLAGE OF WELLINGTON'S COMPETITIVELY BID AND AWARD OF A CONTRACT TO K&K SYSTEMS, INC. FOR THE PURCHASE AND DELIVERY OF RAPID FLASHING BEACONS; AUTHORIZING EXECUTION OF THE AGREEMENT; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE.

Item No. 11 pulled off the Consent Agenda for discussion and moved to the end of the Regular Agenda, which was discussed after Item No. 10.

MOTION: **COUNCILMEMBER EL-RAMEY/COUNCILMEMBER COLEMAN**
MOVED TO APPROVE RESOLUTION NO. 2025-93, WHICH
PASSED UNANIMOUSLY (5-0).

12. Consideration of Approval on **Resolution No. 2025-94**: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, APPROVING A POLICY REQUIRING TWO COUNCIL MEMBERS TO SIGN BANK CHECKS AND APPROVE ELECTRONIC FUND TRANSFERS (EFT) TO VENDORS; PROVIDING FOR CONFLICTS, SEVERABILITY, AND AN EFFECTIVE DATE.

Item No. 12 pulled off the Consent Agenda for discussion and moved to the end of the Regular Agenda, which was discussed after Item No. 11.

Town Council discussion ensued.

MOTION: **COUNCILMEMBER EL-RAMEY/COUNCILMEMBER COLEMAN**
MOVED TO APPROVE RESOLUTION NO. 2025-94, WHICH
PASSED UNANIMOUSLY (5-0).

By consensus, the Town Council directed staff to bring back the ordinance that requires two signatures for approval on all payments, except payroll.

REGULAR AGENDA

13. Consideration of Approval on **Ordinance No. 2025-21** on First Reading: AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, RELATING TO PLAT REVIEW PROCESSES; AMENDING PART V "DEVELOPMENT REVIEW PROCEDURES AND REQUIREMENTS" OF THE UNIFIED LAND DEVELOPMENT CODE OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA BY AMENDING ARTICLE 115 "PUBLIC HEARING NOTICES" SECTION 115 - 010 "TABLE OF PUBLIC HEARING NOTICE REQUIREMENTS" TO DELETE REFERENCE TO PLATS; AMENDING ARTICLE 120 "QUASI-JUDICIAL HEARINGS" SECTION 120-115 "QUASI-JUDICIAL MATTERS" TO DELETE REFERENCE TO PLATS; AMENDING ARTICLE 140 "SUBDIVISION OF LAND" DIVISION 1 "PLATTING" TO PROVIDE FOR ADMINSTRATIVE REVIEW AND APPROVAL OF PLATS IN ACCORDANCE WITH SECTION 177.071 FLORIDA STATUTES;

PROVIDING FOR CONFLICT, SEVERABILITY, CODIFICATION, AND AN EFFECTIVE DATE.

Town Clerk Oakes read into the record Ordinance No. 2025-21 on First Reading.

Town Council discussion ensued.

Public comment from Cassie Suchy.

By consensus, the Town Council directed staff to modify the ordinance to include the State Statutes and incorporated specific language to the process.

MOTION: COUNCILMEMBER EL-RAMEY/COUNCILMEMBER COLEMAN MOVED TO APPROVE ORDINANCE NO. 2025-21 ON FIRST READING WITH ADDITIONAL LANGUAGE CLARIFYING MINISTERIAL/ADMINISTRATIVE LANGUAGE CLARIFYING PROCEDURES TO INCLUDE STATE STATUE DEADLINES AND THAT THE PLAT HAS TO BE CONSISTENT WITH THE SITE PLAN, WHICH PASSED UNANIMOUSLY (5-0).

PUBLIC HEARING

14. Consideration of Approval on **Ordinance No. 2025-18** on Second Reading: AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, REPEALING SECTION 2-111 "PAYMENT OF MONEY" OF ARTICLE IV "FINANCE" OF CHAPTER 2 "ADMINISTRATION" OF THE TOWN OF LOXAHATCHEE GROVES CODE OF ORDINANCES; PROVIDING FOR CONFLICT, SEVERABILITY, CODIFICATION, AND AN EFFECTIVE DATE.

Mayor Kane opened the public hearing at 7:23 PM.

Town Clerk Oakes read into the record Ordinance No. 2025-18 on Second Reading.

Town Council discussion ensued. No public comment.

MOTION: COUNCILMEMBER MCLENDON/COUNCILMEMBER EL-RAMEY MOVED TO APPROVE ORDINANCE NO. 2025-18 ON SECOND READING, WHICH PASSED UNANIMOUSLY (5-0).

15. Consideration of Approval on **Resolution No. 2025-85**: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, APPROVING THE LOX HOLDINGS PLAT, FOR LAND OWNED BY LOX HOLDINGS, LLC, CONSISTING OF 6.55 ACRES MORE OR LESS, LOCATED AT 14331 SOUTHERN BOULEVARD BEING APPROXIMATELY 6.55 ACRES GENERALLY LOCATED ON SOUTHERN BOULEVARD BETWEEN ORANGE AVENUE AND LOXAHATCHEE AVENUE AND BOUNDED ON THE NORTH BY TANGERINE BLVD LOXAHATCHEE GROVES, FLORIDA, LEGALLY DESCRIBED IN EXHIBIT “A” TO THIS RESOLUTION; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE.

Town Clerk Oakes read into the record Resolution No. 2025-85.

Town Council discussion ensued.

Public comment received from Cassie Suchy and Phillis Maniglia.

MOTION: COUNCILMEMBER MCLENDON/VICE MAYOR HERZOG MOVED TO APPROVE RESOLUTION NO. 2025-85 CONTINGENT UPON THE RESTRICTIVE COVENENANT, COST RECOVERY BEING PAID UP-TO-DATE AND THE INTALLATION OF PORK CHOP(S) AT THE TURN, WHICH PASSED UNANIMOUSLY (5-0).

16. Consideration of Approval on **Ordinance No. 2025-19** on Second Reading: AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, CALLING FOR A REFERENDUM OF THE QUALIFIED ELECTORS OF THE TOWN OF LOXAHATCHEE GROVES TO BE HELD ON MARCH 10, 2026, AS TO WHETHER THE TOWN OF LOXAHATCHEE GROVES CHARTER SHALL BE AMENDED IN THE FOLLOWING RESPECT: AMEND PARAGRAPH (2) “APPOINTMENT; REMOVAL; COMPENSATION; FILLING OF VACANCIES” OF SECTION 4 “ADMINISTRATIVE” OF THE CHARTER TO PROVIDE FOR CHARTER OFFICERS TO BE REMOVED FROM OFFICE BY A MAJORITY RATHER THAN A SUPER MAJORITY VOTE OF THE FULL COUNCIL AND PROVIDING FOR SEVERABILITY, THE REPEAL OF LAWS IN CONFLICT, CODIFICATION AND AN EFFECTIVE DATE.

Town Clerk Oakes read into the record Ordinance No. 2025-19 on Second Reading.

Town Council discussion ensued. No public comment.

MOTION: COUNCILMEMBER MCLENDON/ COUNCILMEMBER COLEMAN MOVED TO APPROVE ORDINANCE NO. 2025-19 ON SECOND READING, WHICH PASSED UNANIMOUSLY (5-0).

17. Consideration of Approval on **Ordinance No. 2025-20** on Second Reading: AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF LOXAHATCHEE GROVES, FLORIDA, CALLING FOR A REFERENDUM OF THE QUALIFIED ELECTORS OF THE TOWN OF LOXAHATCHEE GROVES TO BE HELD ON MARCH 10, 2026, AS TO WHETHER THE TOWN OF LOXAHATCHEE GROVES CHARTER SHALL BE AMENDED IN THE FOLLOWING RESPECT: AMEND PARAGRAPH (4) “TOWN ATTORNEY” OF SECTION 4 “ADMINISTRATIVE” OF THE CHARTER TO PROVIDE THE ATTORNEY’S REQUIRED REVIEW OF CONTRACTS, BONDS AND OTHER INSTRUMENTS SHALL BE AS FURTHER DEFINED BY ORDINANCE OR RESOLUTION; AND PROVIDING FOR SEVERABILITY, THE REPEAL OF LAWS IN CONFLICT, CODIFICATION AND AN EFFECTIVE DATE.

Town Clerk Oakes read into the record Ordinance No. 2025-20 on Second Reading.

Town Council discussion ensued. No public comment.

MOTION: **COUNCILMEMBER MCLENDON/ COUNCILMEMBER EL-RAMEY MOVED TO APPROVE ORDINANCE NO. 2025-20 ON SECOND READING, WHICH PASSED UNANIMOUSLY (5-0).**

DISCUSSION

18. Discussion and Direction on Palm Beach County Sheriff’s Contract

Town Attorney Kurtz briefed the Town Council regarding his discussion with the Palm Beach County Sheriff’s Office legal counsel. The Sheriff’s Office indicated that the matter rests with the Town and that it will respond based on the Town’s actions. A payment for the December services is currently outstanding, and no funds have been allocated by the Council for this purpose. Direction from the Council is required on whether to issue the payment.

The discussion also addressed the possibility of a mutual termination of the agreement; however, no response has been received from the Sheriff’s Office to date. The Town Attorney advised that there is no apparent advantage to formally terminating the contract for the remainder of the current year. The Council may wish to consider whether termination should occur in accordance with the contract’s provisions, including the March 31, 2026 timeframe.

Town Council discussion ensued.

MOTION: **COUNCILMEMBER MCLENDON MOVED TO HAVE A POLICY THAT REFLECTS THAT ANY SAVINGS FROM LAW ENFORCEMENT BE REFUNDED THROUGH SOLD WASTE. THERE WAS NO SECOND.**

Council direction was to direct staff to draft a policy that reflects that any savings from law enforcement be refunded through solid waste.

By consensus, the Town Council directed staff to not make payment for December services, and direct staff to draft a policy regarding the expenditure of funds.

Public comment from Phillis Maniglia.

19. Discussion and Direction on Items from the Town Council Workshop Meeting on October 21, 2025.

Town Manager Ramaglia stated the Town Council was productive at their Workshop meeting and requested clarification and direction. Town Attorney Kurtz explained that the Workshop meetings are for discussion, however, those items need to be brought forward at a Regular meeting.

By consensus, the Town Council agreed to the following:

- Item A. – Keep As Is
 - Item B. – Change the policy from “immediately posted” to “within two business days”.
 - Item C. – Presentation on Sunshine Law will be provided by the Town Attorney at the next Workshop Meeting that will be scheduled on December 16, 2025, at 5:30 PM. Town Clerk provided an explanation to the synchronization and the steps already taken to mitigate this issue – Council determined that the issue has been resolved. The 5% budget reduction is to be presented at the December 16, 2025, Workshop meeting. Discussion ensued regarding Committee Assignments, Council directed staff to schedule a meeting of the ULDC within the next 30 days and to address the issues on the list; requested that the PZ&B review the possibility of equestrian estate planning; and schedule a joint meeting with the FAAC with regards to not receiving a recommendation for the millage and assessment, additionally what is their definition of non-essential.
20. Discussion and Direction on Items from the Town Council Workshop Meeting on November 18, 2025, regarding Town's Priority List

Mayor Kane presented Item No. 20 and stated that the Town Council will need to prioritize the list. The holiday parade float will be completed in two weeks and can be removed from the list. The following items need to move to the top of the list: 1) Management of Manure and Vegetative Debris, 2) Strengthening Code Enforcement Operations, 3) Resolution of Longstanding Problem Properties, 4) Strategic Review and Renewal of Major Contracts, and 5) Mandatory Checklists for FEMA, FDA, and Easements.

ADMINISTRATIVE TRANSMITTALS - RECEIVE AND FILE

21. Discussion on Sign Code Amortization – Received and filed, hereto attached as Exhibit A.
22. Discussion on SWOT Analysis Report – Received and filed, hereto attached as Exhibit B.

COMMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS

Public comment received from Cassie Suchy.

TOWN STAFF COMMENTS

Town Manager Francine L. Ramaglia reported the following: 1) there are a few easements to be obtained on A Road; 2) the Bid document is in its final stage and will be provided next week, and we are streamlining the design, and the invitation to bid provides two different schedules of values – preparation work by the Town’s staff and included in the bid; 3) work has begun on Collecting Canal and F Road; and 4) the livestock waste and franchise agreement.

Town Attorney Jeffrey S. Kurtz, Esq. reported 1470 A Road was the subject of a code enforcement action with fines currently accruing against the property and provided additional details and requested administrative authority to move forward to join the complaint to FDEP on the matter.

By consensus, the Town Council granted administrative authority to move forward on the matter.

MOTION: COUNCILMEMBER MCLENDON/ COUNCILMEMBER COLEMAN MOVED TO EXTEND THE MEETING AT 10:02 PM, WHICH PASSED UNANIMOUSLY (5-0).

Town Attorney Kurtz provided the Town Council with the Florida Bar Complaint 2026-50, 413 (15), hereto attached as Exhibit C.

Town Clerk Valerie Oakes reported on the details for the distribution of Gratitude Baskets.

Community Standards Director Caryn Gardner-Young not present.

Public Works Superintendent Craig Lower announced the details for the Holiday float parade.

TOWN COUNCILMEMBER COMMENTS

Councilmember Todd McLendon (Seat 1) reported on the confusion regarding the Southern Boulevard Grant. He clarified that there is no intent to commercialize from Southern Boulevard to Collecting Canal Road. That the grant is only a grant to study the land and ways that it can be preserved and made definitively how the Town would want it to be designed. He requested that the Town address this on the MythBusters page on the website. Health insurance and researching whether employees can get their own health insurance was another option he would like staff to bring back to the Council.

MOTION: COUNCILMEMBER MCLENDON/ COUNCILMEMBER EL-RAMEY MOVED TO EXTEND THE MEETING AT 10:33 PM, WHICH PASSED UNANIMOUSLY(5-0).

Councilmember Lisa El-Ramey (Seat 2) had no report.

Councilmember Paul T. Coleman II (Seat 4) mentioned accidents that have been happening in the area and asked to coordinate with PBSO to see if there are alternatives to their procedures for detours.

Vice Mayor Marge Herzog (Seat 5) asked for clarification on meeting dates and times and thanked staff for working on the manure.

Mayor Anita Kane (Seat 3) had no report.

ADJOURNMENT

There being no further business before the Council, Councilmember Coleman moved to adjourn the meeting at 10:44 PM, which was seconded by Councilmember El-Ramey and passed unanimously (5-0).

TOWN OF LOXAHATCHEE GROVES, FLORIDA

ATTEST:

Signed by:
Valerie Oakes

00E744C2F37F4A4...
Town Clerk

Signed by:
Anita Kane

F5AB3D69FF41435...
Mayor Anita Kane, Seat 3

Signed by:
Margaret Herzog

69ECD57738A5448...
Vice Mayor Margaret Herzog, Seat 5

Signed by:
Todd McLendon

6EF0CA7DB4EB49F...
Councilmember Todd McLendon, Seat 1

Signed by:
Lisa El-Ramey

070B8C58061A4B9...
Councilmember Lisa El-Ramey, Seat 2

Signed by:
Paul T. Coleman II

2B235D3F5E51430...
Councilmember Paul T. Coleman II, Seat 4



Town of Loxahatchee Groves

155 F Road
Loxahatchee Groves, FL 33470

Phone (561) 793-2418
Fax (561) 793-2420
www.loxahatcheegrovesfl.gov

December 2, 2025

Mayor and Town Council
Town of Loxahatchee Groves
155 F Rd
Loxahatchee Groves, FL 33470

Re: Florida Bar Complaint 2026-50, 413 (15C)

Mayor and Town Council,

Please see attached Florida Bar complaint filed against me by Cynthia Screnci. The complaint was received by my office today, December 2, 2025.

Should you have any questions about this matter, feel free to contact me at 561-307-5253.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jeffrey S. Kurtz".

Jeffrey S. Kurtz, Esq.
Town Attorney

EXHIBIT A



The Florida Bar

651 East Jefferson Street
Tallahassee, FL 32399-2300

Joshua E. Doyle
Executive Director

850/561-5600
www.floridabar.org

November 25, 2025

Mr. Jeffrey Scott Kurtz
155 F Rd
Loxahatchee Groves, FL 33470-4949

Re: Jeffrey Scott Kurtz; The Florida Bar File No. 2026-50,413(15C)

Dear Mr. Kurtz:

Enclosed is a copy of an inquiry/complaint and any supporting documents submitted by the complainant(s). Your response to this complaint is required under the provisions of Rule 4-8.4(g), Rules of Professional Conduct of the Rules Regulating The Florida Bar, and is due in our office by **December 10, 2025**. **Responses should not exceed 25 pages** and may refer to any additional documents or exhibits that are available on request. Failure to provide a written response to this complaint is in itself a violation of Rule 4-8.4(g). You may respond by US Mail or email to acapintake@floridabar.org. **You are further required to furnish the complainant with a complete copy of your written response, including any documents submitted therewith.** you are also required to complete and return the enclosed Certificate of Disclosure form under Rule Regulating The Florida Bar 3-7.1(f). Please note that Standing Board Policy 5.56(e) provides: "Absent unusual circumstances, bar counsel should not agree to extend deadlines for more than 10 days and should not grant a request for extension without a reasonable factual basis for the request, and should not grant more than 1 extension."

Finally, the filing of the attached complaint does not preclude communication between the lawyer and the complainant(s). Please review the enclosed Notice for information on submitting your response.

Sincerely,

A handwritten signature in black ink, appearing to read "Annemarie Craft".

Annemarie Craft, Bar Counsel
Attorney Consumer Assistance Program
ACAP Hotline 866-352-0707

Enclosures

cc: Ms. Cynthia Screnci

Pursuant to Rule 3-7.1(f), Rules of Discipline, you must execute the appropriate disclosure paragraph below and return the form to this office by **December 10, 2025**. The rule provides that the nature of the charges be stated in the notice to your firm; however, we suggest that you attach a copy of the complaint.

CERTIFICATE OF DISCLOSURE

I HEREBY CERTIFY that on this _____ day of _____, 20____, a true copy of the foregoing disclosure was furnished to _____, a member of my present law firm of _____, and, if different, to _____, a member of the law firm of _____, with which I was associated at the time of the act(s) giving rise to the complaint in The Florida Bar File No. 2026-50,413(15C).

Jeffrey Scott Kurtz

CERTIFICATE OF DISCLOSURE (Corporate/Government Employment)

I HEREBY CERTIFY that on this _____ day of _____, 20____, a true copy of the foregoing disclosure was furnished to _____, my supervisor at _____ (name of agency), with which I was associated at the time of the act(s) giving rise to the complaint in The Florida Bar File No. 2026-50,413(15C).

Jeffrey Scott Kurtz

CERTIFICATE OF NON-LAW FIRM AFFILIATION (Sole Practitioner)

I HEREBY CERTIFY to The Florida Bar on this _____ day of _____, 20____, that I am not presently affiliated with a law firm and was not affiliated with a law firm at the time of the act(s) giving rise to the complaint in The Florida Bar File No. 2026-50,413(15C).

Jeffrey Scott Kurtz

NOTICE OF GRIEVANCE PROCEDURES

1. The enclosed letter is an official inquiry by bar counsel. Your response is required under Rule 4-8.4(g) of the Rules Regulating The Florida Bar. Rule 4-8.4(g)(1) and (2) require that a lawyer submit a written response within 15 days to an initial inquiry and within 10 days to any follow-up inquiry made by bar counsel, the grievance committee or the board of governors during the course of an investigation of the lawyer's conduct. You may respond by US Mail or email to acapintake@floridabar.org. Please attach your response to the email and reference the file number in the subject line. If you do not respond, the matter will be forwarded to the grievance committee for disposition in accordance with Rule 3-7.3. Failure to respond may also be a matter of contempt and processed in accordance with Rule 3-7.11(f).
2. Many inquiries considered first by staff counsel are not forwarded to a grievance committee, as they do not involve violations of the Rules of Professional Conduct justifying disciplinary action.
3. Pursuant to Rule 3-7.1, any reports, correspondence, papers, recordings and/or transcripts of hearings submitted by you in this matter shall become accessible to the public upon dismissal or a decision by the grievance committee. Please advise Bar Counsel if you believe any material provided to The Florida Bar is confidential under applicable law and identify the basis of your claim that the material is confidential. Please note that The Florida Bar is required to acknowledge the status of proceedings during the pendency of an investigation, if a specific inquiry is made and the matter is deemed to be in the public domain.
4. The grievance committee is the Bar's "grand jury." Proceedings before the grievance committee are non-adversarial in nature. The grievance committee's function and procedures are set forth in Rule 3-7.4.
5. If the grievance committee finds probable cause, formal adversarial proceedings before the Supreme Court of Florida will be initiated pursuant to Rule 3-7.6. A referee will make a recommendation as to guilt and discipline to The Supreme Court of Florida, unless a plea is submitted pursuant to Rule 3-7.9.



The Florida Bar

651 East Jefferson Street
Tallahassee, FL 32399-2300

Joshua E. Doyle
Executive Director

850/561-5600
www.floridabar.org

November 25, 2025

Ms. Cynthia Screnci
15349 Collecting Canal Road
Loxahatchee Groves, FL 33470

Re: Jeffrey Scott Kurtz; The Florida Bar File No. 2026-50,413(15C)

Dear Ms. Screnci:

Enclosed is a copy of our letter to Mr. Kurtz which requires a response to your complaint.

Once you receive Mr. Kurtz's response, you have 10 days to file a rebuttal if you so desire. **If you decide to file a rebuttal, you must send a copy to Mr. Kurtz.** Rebuttals should not exceed 25 pages and may refer to any additional documents or exhibits that are available on request. Please address any and all correspondence to me. You may respond by US Mail or email to acapintake@floridabar.org.

Please be advised that as an arm of the Supreme Court of Florida, The Florida Bar can investigate allegations of misconduct against attorneys, and where appropriate, request that the attorney be disciplined. The Florida Bar cannot render legal advice nor can The Florida Bar represent individuals or intervene on their behalf in any civil or criminal matter.

Please review the enclosed Notice on mailing instructions for information on submitting your rebuttal.

Sincerely,

Annemarie Craft, Bar Counsel
Attorney Consumer Assistance Program
ACAP Hotline 866-352-0707

Enclosures

cc: Mr. Jeffrey Scott Kurtz

IMPORTANT NOTICE FOR COMPLAINANTS AND RESPONDENT-ATTORNEYS

MAILING AND EMAILING INSTRUCTIONS

Materials Received That Do Not Comply With These Instructions May Be Returned Or Not Otherwise Incorporated Into The File

The Florida Bar converts its disciplinary files to electronic media. All submissions are scanned into an electronic record and hard copies are discarded. To help ensure the timely processing of inquiries/complaints, responses and rebuttals, please review the following instructions prior to providing your submission.

1. Please limit your submission to **no more than 25 pages including exhibits**. If you have additional documents or material available, please reference the documents and/or materials in your written submission as available upon request. Should The Florida Bar need to obtain copies of any such documents and/or materials, a subsequent request will be sent to you.
2. **Please do not bind, staple, tab or index your documents. You may underline but do not highlight documents under any circumstances. Please do not submit materials in color.** When documents are scanned in our disciplinary files, highlighting and color will obscure the underlying text.
3. **Please do not attach media such as audio tapes, thumb/flash drives, CDs, or photographs.** We cannot process any media which cannot be scanned into the electronic record. Do not submit .jpeg, .mpeg, .mp3, or links to online materials including Dropbox.
4. **Please do not submit your original supporting documents.** All documents will be discarded after scanning and we will not be able to return any originals submitted to our office. The only original documents that should be provided to our office are the inquiry/complaint form, response and certificate of disclosure.
5. **Whether you are a complainant or a respondent-attorney, please do not submit confidential or privileged information.** Documents submitted to our office become public record. (Respondent-attorneys may wish to consult Rule 4-1.6 (e) of the Rules Regulating The Florida Bar.) Confidential/privileged information should be redacted. Such information includes, but is not limited to, bank account numbers, social security numbers, credit card account numbers, medical records, dependency matters, termination of parental rights, guardian ad litem records, child abuse records, adoption records, documents containing names of minor children, original birth and death certificates, biometric data such as fingerprints, Baker Act records, grand jury records, and juvenile delinquency records. If information of this nature is important to your submission, please describe the nature of the information and indicate that it is available upon request. Bar counsel will contact you to make appropriate arrangements for the protection of any such information (to the extent permitted by law) as part of the investigation of the complaint.
6. The review of inquiries and complaints is governed by Standing Board Policy 15.75. If the inquiry/complaint is closed by bar counsel, the complainant may request a review of the closure in accordance with the policy.
7. **Please provide your submission only one time. Do not submit duplicates via email, facsimile transmission or by any other means. Do not include these instructions. Respondent-attorneys do not need to include a copy of the complaint.**

Please be aware that materials received that do not meet these instructions may be returned or not otherwise incorporated into the file. Thank you for your consideration in this respect.

From: [Cindy Screnci](#)
To: [ACAPIntake](#)
Subject: Jeffrey S. Kurtz FI Bar 494178 Assault
Date: Wednesday, November 19, 2025 4:38:55 PM
Attachments: [Kurtz statement.docx](#)
[Witness 1.docx](#)
[Witness.docx](#)
[Formal Complaint Jeffrey Kurtz.pdf](#)

Dear Sirs,

Per the instructions given to me from the Hotline representative I spoke with earlier today, please see attached my formal complaint regarding the assault which occurred on November 17, 2025.

Today I gave a sworn statement to the Palm Beach County Sheriff's Office and have attached the same document to this email.

The PBSO has assigned the following case number: 25118212

Please feel free to contact me with any questions. Please update me on the status of this case.

Regards,

Cynthia Screnci

Legal Assistant

Stephen W Screnci, PA
6991 N. State Road 7, Suite 201
Parkland, FL 33073
Ph: 561-300-3390

Please note: Florida has very broad public records laws. Many written communications to or from The Florida Bar regarding Bar business may be considered public records, which must be made available to anyone upon request. Your e-mail communications may therefore be subject to public disclosure.

The Florida Bar Inquiry/Complaint Form

STOP - PLEASE DOWNLOAD THIS FORM TO YOUR COMPUTER BEFORE FILLING IT OUT.

PART ONE (See Page 1, PART ONE – Complainant Information.):

Your Name: Cynthia Screnci

Organization: _____

Address: 15349 Collecting Canal Rd

City, State, Zip Code: Loxahatchee Groves Florida 33470

Phone: 561-451-6588

Email: cscrenci@screncilaw.com

ACAP Reference No.: _____

Does this complaint pertain to a matter currently in litigation? Yes _____ No x _____

PART TWO (See Page 1, PART TWO – Attorney Information.):

Attorney's Name: Jeffrey S. Kurtz Florida Bar No. 494178

Address: 155 F Road

City, State, Zip Code: Loxahatchee Groves, Florida 33470

Phone: 561-807-6676/561-307-5253

PART THREE (See Page 1, PART THREE – Facts/Allegations.): The specific thing or things I am complaining about are: (attach additional sheet).

PART FOUR (See Page 1, PART FOUR – Witnesses.): The witnesses in support of my allegations are: (attach additional sheet).

PART FIVE (See Page 1, PART FIVE – Acknowledge Oath and Signature.):



YOU MUST PLACE YOUR MARK IN THE BOX ACKNOWLEDGING THE OATH AND YOU MUST SIGN YOUR FULL NAME BELOW.

Under penalties of perjury, I declare that the foregoing facts are true, correct and complete.

Cynthia Screnci

Print Name

Signature

11/19/25

Date

I am submitting a formal complaint against Jeff Kurtz, the Town Attorney of Loxahatchee Groves.

Mr. Kurtz has exhibited an increasingly aggressive demeanor towards me, both in public settings and private interactions. This troubling behavior reached a peak during a recent meeting, marked by two alarming instances of physical aggression that left me genuinely fearing for my safety.

On November 17, 2025, my husband, Stephen Screnci, and I entered the Town Hall with the expectation of addressing an open code violation case concerning the property located at 15317 Collecting Canal Road. The property owner, Katherine Kuss, has been in violation since December 2024 due to a non-permitted barn that has caused significant flooding to our adjoining property at 15349 Collecting Canal Road.

The meeting was originally scheduled for 3 PM. Upon our arrival, Mr. Kurtz informed us that Town Manager Francine Ragmalia would not be attending. When I inquired about her absence, he brusquely stated that he was solely responsible for meeting with us. I then asked if Ms. Gardner-Young, the head of code enforcement for the Town, would also participate, to which Mr. Kurtz dismissively replied that she might join if deemed necessary.

As the discussion unfolded, I reiterated my request for Ms. Gardner-Young to be present. Mr. Kurtz alleged that she might not be in the building, prompting me to rise from my seat to check with the receptionist about her availability. In that instant, Mr. Kurtz lunged from his chair, leaned menacingly towards me, and shouted, "SIT DOWN!" His uncontrolled, volatile outburst left me shaken, instilling a deep fear that if I attempted to leave, he might physically restrain me.

After a brief absence, Mr. Kurtz returned with Ms. Gardner-Young, and the meeting resumed. However, my husband soon expressed frustration over the lack of progress and announced our intention to leave. As I gathered copies of text messages from a former Town employee that I had brought along, Mr. Kurtz suddenly slammed his hand on the table, leaned towards me with a threatening glare, and attempted to forcibly seize the

papers from my grasp, insisting that he would retain them. This aggressive act resulted in several of my papers being torn.

In that moment, I was overcome by fear, convinced that Mr. Kurtz might actually resort to physical violence against me. I left the meeting with my husband and did my best to continue to contain my emotions. I truly could not process what had just happened, though when I got into our car, I started trembling and crying. Since that day, I have struggled to sleep, haunted by the prospect of further escalating attacks from Mr. Kurtz due to his growing hostility towards me.

This is not the first instance of public aggression directed at me by Mr. Kurtz. On September 18, 2025, during a Town Hall meeting, I made a statement in the public comments segment. Following my remarks, Mr. Kurtz took it upon himself to publicly rebuke me, accusing me of dishonesty and openly questioning my integrity.

Mr. Kurtz's most recent aggressive physical actions have intensified my fears for my personal safety. He has established a troubling pattern of escalating violence against me, manifesting through hostile emails, public denouncements, and now shocking physical confrontations.

As a resident of the Town of Loxahatchee Groves, I regularly attend the public town hall meetings. Last evening, a town hall meeting was held that I wanted to attend because it concerned ongoing code issues. I did not go out of fear that I would be subjected to Mr. Kurtz's escalated, ongoing aggression toward me.

Witness 2

Caryn Gardner-Young

Community Standards Director for the Town of Loxahatchee Groves

155 F Road

Loxahatchee Groves, Florida 33470

561-807-6670

Ms. Gardner-Young witnessed Mr. Kurtz violently trying to grab the paperwork from my hands in a threatening manner.

Witness 1

Stephen W. Screnci, PA

My husband

11350 Timberlodge Terrace

Boca Raton, FL 33428

561-445-0102

My husband witnessed the entire interaction as he was present for the entire meeting.



EXHIBIT B

155 F Road Loxahatchee Groves, FL 33470

TO: Mayor and Town Council
FROM: Caryn Gardner-Young, Community Standards Director
THRU: Francine Ramaglia, Town Manager
DATE: December 2, 2025
SUBJECT: Sign Code Education Program

The Town of Loxahatchee Groves (Town) is conducting a comprehensive update to its Sign Code Regulations, implementing guidelines and policies. The primary policy objectives are to rewrite the sign code to be easier to read, implement and provide clear and concise regulations for the public as well as improve processing time for permits as well as comply with recent Supreme Court rulings. Also, to consider other types of signage that is not currently permitted within the Town (i.e. Fully Electronic Message Centers).

Town Staff has also reviewed the existing Sign Code and noted that the amortization requirements adopted decades ago have not changed, yet they have also not been enforced since adoption. The Town Council recently authorized Town Staff to begin enforcement of unpermitted signs unless the property falls under the Right to Farm Act. We are starting with the commercial businesses along Southern Blvd and Okeechobee Blvd. We have made a records request for building permits with the County for the following properties:

13295, 13475, 14471, 14565, 14567, 14579, 14703, 14705, 14745, 15439, 15589, 15597, 15625, 15673, 15689, 15389, 12948 and 14563 Southern Blvd.

Many of these properties have multiple permits so the County has asked for additional time in which to provide the information. Once the information is received, we will compare the building permit to the existing sign to determine if any action needs to be taken. We are conducting the same process for Town issued building permits. It is intended that enforcement will begin after the first of the year.

However, with the recent Town Council direction authorizing Town Staff to begin bringing existing signs into compliance, it is essential to acknowledge that many residents and businesses are not aware of the current standards. Therefore, Town Staff is recommending a Public Outreach Program. The goal of the Public Outreach Program is to ensure that the broadest affected

population is informed and educated about the existing Sign Code regulations and is provided an opportunity to ask questions in a friendly and welcoming atmosphere.

Compliance is the goal, and to achieve that, our community must understand what the existing enforceable requirements are—primarily sign size, location, and physical type—along with receiving assistance and guidance to get into compliance without hardship.

This outreach will also serve as an important opportunity to solicit resident and business input on what they would like to see—or not see—in a future Sign Code, provided that any concept aligns with federal requirements and case law. One of the unique challenges for Loxahatchee Groves is understanding how sign regulations apply to agricultural properties, farm-related signs, and agritourism activities. These issues require careful attention and community discussion.

Following this outreach, Town Staff can develop a set of best-practice examples to help guide future compliance, and these can be made available on the Town's website along with relevant sign permit applications.

Town Staff will conduct two Open Houses at Town Hall to allow for the broad dissemination of information and opportunity for comment(s). One during the day and one at night in an attempt to enable the broadest number of businesses to attend one or more meetings. Notice of the public Open House(s) will be placed on the Town's website, posted at Town Hall, published in social media and Code Compliance will hand out flyers.



ACTUATE
CONSULTING

EXHIBIT C

2025 OBSERVATION REPORT

Prepared By:
Actuate Consulting

Presented To:
**Town of Loxahatchee
Groves**





September 15, 2025

Town of Loxahatchee Groves
155 F Road
Loxahatchee Groves, FL 33470

We are pleased to present this comprehensive report, which highlights the findings and insights gathered from our recent analysis of the Town of Loxahatchee Groves. Over the course of our study, we have reviewed various aspects of the organizational structure, leadership, training opportunities, and workplace culture within the department, as well as the key challenges identified by the employees.

This report aims to shed light on the strengths and opportunities for improvement that can enhance overall performance, collaboration, and employee satisfaction within Town of Loxahatchee Groves. Our observations and recommendations aim to create a work environment that promotes growth, transparency, and leadership excellence, while addressing areas that may benefit from additional attention.

We greatly appreciate the cooperation and input from all involved parties throughout the data collection process. We trust that the findings and recommendations outlined in this report will serve as valuable tools in guiding the future direction and success of the department.

We look forward to discussing this report with you in further detail and are available to provide any additional insights or clarifications you may require.

Thank you for your commitment to creating a better workplace for all employees at the Town of Loxahatchee Groves.

Best regards,

A handwritten signature in black ink that reads 'Checree Bryant'.

Checree Bryant
CEO

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Section 1: Executive Summary

The Town of Loxahatchee Groves is navigating significant challenges in leadership alignment, communication practices, and organizational culture. While staff and council are deeply committed to serving the community, the pace and style of leadership have placed the organization in a continual mode of crisis management, where new issues frequently displace established priorities. This reactive approach has made it difficult to sustain focus on long-term goals and has created strain across both staff and council.

A recurring theme identified is the absence of a clear, long-term strategic plan to guide priorities and roles. Without an established framework, initiatives often compete with one another, execution is delayed, and decision-making becomes fragmented. This lack of alignment has weakened cohesion across the organization and reduced the Town's ability to sustain forward momentum.

Communication gaps also emerged as a persistent concern. Internally, staff expressed frustration with unclear delegation, duplicated tasks, and the absence of consistent project management systems. Although software has been introduced, it remains underutilized, creating inefficiencies and misalignment.

Externally, the public decision-making environment has been shaped by both transparency and tension. While council meetings remain open forums, the tone and conduct within them have, at times, left staff and community members cautious about voicing their perspectives. Reports of Town Council, residents, and employees experiencing intimidation beyond the council chamber further illustrate the need for greater safeguards to ensure open and safe participation.

The Town Manager is consistently recognized as highly knowledgeable, which stands out as a key strength for the organization. At the same time, the heavy reliance on her direct involvement in various tasks has impacted her ability to focus on higher-priority strategic functions.

Section 1: Executive Summary

This tendency, combined with a desire to ensure all details are addressed personally, has created missed opportunities to delegate, empower staff, and reinforce professionalism at all levels of the organization.

Despite these challenges, the assessment also revealed strong foundations of resilience: staff dedication, community engagement, and a governing body that values transparency. By addressing the gaps in leadership pace, priority-setting, and communication management, the Town of Loxahatchee Groves has the potential to shift from a cycle of reactivity to a culture of clarity, professionalism, and long-term stability.

Section 2: Project Overview

The Town of Loxahatchee Groves engaged Actuate Consulting to conduct a SWOT and Observation Report designed to evaluate internal Town Council, Executive Staff, Managers effectiveness, organizational health, and council-staff dynamics. This project provided a neutral, data-driven perspective of the Town's strengths, weaknesses, opportunities, and threats, while also documenting observations of council meetings and leadership behaviors in real time.

The purpose of this engagement was twofold:

1. SWOT Analysis – to capture a comprehensive picture of the Town's organizational culture, leadership alignment, communication practices, and external pressures.
2. Observation Report – to evaluate leadership pace, priorities, and communication dynamics through direct observation of council meetings, staff interactions, and public engagement.

This dual approach was designed to ensure that findings reflected not only employee and leadership perceptions but also observed behaviors and patterns.

Scope of the Assessment:

- Leadership alignment and decision-making processes.
- Communication practices, including internal consistency and external transparency.
- Staff morale, collaboration, and organizational health.
- Council-community interactions and external influences on priorities.
- Strengths and opportunities for development.
- Weaknesses and threats impacting stability and trust.

Section 2: Project Overview

Objectives:

- Identify organizational strengths that support resilience and community service.
- Define opportunities for leadership development, communication systems, and cultural alignment.
- Highlight threats, both internal and external, that create risks for long-term stability.
- Capture observations of leadership pace, priority-setting, and communication styles that impact daily operations.

By combining the SWOT framework with direct observation, this report provides both a diagnostic and experiential perspective of the Town's leadership culture, organizational health, and ability to balance long-term vision with short-term pressures.

Section 3: Methodology

This report was developed using a dual approach that combined the structure of a SWOT analysis with insights gathered through direct observations. The intent was to capture not only staff and leadership perceptions, but also lived behaviors and organizational dynamics as they occur in real time.

3.1 Data Collection

- **Confidential Interviews:** Conducted with the Town Manager, council members, staff, and consultants to explore individual perspectives on strengths, weaknesses, opportunities, and threats. These conversations ensured candid input and helped validate recurring themes.
- **Document Review:** Town-provided documents, including strategic plans, organizational charts, and emails that were analyzed to establish historical and structural context.
- **Council Meeting Observations:** Five council meetings were observed, focusing on communication flow, leadership behaviors, decision-making pace, and the impact of community participation on council priorities.

3.2 SWOT Framework

Observations, interviews, and document review were synthesized into the SWOT analysis, categorizing feedback into:

- **Strengths:** Existing assets in leadership, staff dedication, and community engagement.
- **Weaknesses:** Internal gaps in communication, collaboration, and trust.
- **Opportunities:** Areas where leadership development, culture-building, and systems could drive improvement.
- **Threats:** Internal risks and external pressures that could destabilize the Town's progress if left unaddressed.

Section 3: Methodology

3.3 Observation Lens

Observations of council meetings provided critical insights into:

- Leadership Pace & Priorities: Whether decision-making was proactive and strategic or reactive and crisis-driven.
- Communication Styles: Tone, professionalism, and the clarity of exchanges between council, staff, and community.
- Council-Community Dynamics: The influence of public participation on decision-making and the safety of those engaging in dialogue.
- Role Alignment: How well council members and the Town Manager understood and executed their responsibilities in line with long-term vision.

3.4 Triangulation of Data

By cross-referencing interview feedback, document review, and live observations, the findings of this report reflect both measurable patterns and lived realities. This process ensured that no single perspective dominated the analysis, but instead contributed to a balanced, evidence-based picture of leadership and organizational culture in the Town of Loxahatchee Groves.

Section 4: Key Findings SWOT Analysis

The assessment revealed consistent themes across interviews and observations. These themes highlight areas of strength that can be leveraged, as well as weaknesses, opportunities, and threats that must be addressed for the Town to operate with clarity, cohesion, and long-term stability.

Strengths

- **Dedicated and Resilient Staff** – Employees demonstrate strong commitment to community service despite resource limitations and turnover history.
- **Community Engagement** – Residents remain actively involved in council meetings, ensuring transparency and accountability to the public.
- **Transparency in Process** – Council deliberations are conducted in open forums, reinforcing a culture of visibility even when debates are lengthy or contentious.
- **Knowledgeable Leadership** – The Town Manager is widely recognized for her expertise and technical knowledge, providing a valuable foundation for organizational decisions.
- **Diversity of Perspectives** – Town Council bring varied viewpoints, which, when managed effectively, can broaden solutions and prevent groupthink.

Weaknesses

- **Reactive, Crisis-Driven Pace** – Leadership (Town Council, Town Manager, Executive Staff) frequently shifts priorities in response to immediate pressures, reducing focus on long-term goals.
- **Lack of Strategic Alignment** – The Council and the Town Manager have not consistently established or maintained a unified long-term vision. In the absence of a clear strategic plan, priorities often compete with one another, and roles are interpreted differently, creating fragmentation in decision-making and slowing progress toward sustainable goals.
- **Communication Gaps** – Inconsistent delegation and the absence of effective project management tools (e.g., unused Asana system) create confusion, duplication, and inefficiency.
- **Micromanagement and Favoritism** – Staff reported perceptions of inequity in assignments and recognition.
- **Underdeveloped Succession and Training Systems** – Limited professional development and the absence of structured succession planning create vulnerability during transitions.

Section 4: Key Findings SWOT Analysis

Opportunities

- Leadership Development – Coaching and workshops can strengthen communication, decision-making, and professional delegation.
- Cultural Alignment – Defining and embedding shared values can improve morale, professionalism, and unity across staff and council.
- Project Management Discipline – Implementing or fully adopting project management tools can streamline communication and accountability.
- Community Engagement Protocols – Structured guidelines for public participation and communication can preserve transparency while reducing intimidation and fear.

Threats

- External Pressures – Community reactions often shift the council's focus, creating instability in decision-making and pace.
- Intimidation and Safety Concerns – Reports of residents being followed or intimidated after council meetings create fear of participation and erode trust in open dialogue.
- Morale Erosion – Ongoing perceptions of favoritism, micromanagement, and lack of transparency risk burnout and disengagement.
- Turnover and Instability – High turnover history and limited succession planning threaten continuity and institutional knowledge.
- Public Credibility – Public disagreements and fragmented council priorities weaken external trust in leadership and government effectiveness.

This analysis illustrates that while the Town of Loxahatchee Groves has significant strengths, dedicated staff, engaged residents, and knowledgeable leadership, there are equally pressing weaknesses and threats that, if left unresolved, could undermine progress. Opportunities exist to transform these gaps into areas of growth by building alignment, embedding systems, and prioritizing long-term stability over short-term reaction.

Section 5: Observation Report

As part of the assessment, five Town Council meetings were observed to evaluate leadership behaviors, communication flow, decision-making pace, and council–community interactions. These sessions provided a real-time view of the cultural and organizational dynamics influencing both staff and governance.

Council Meeting Dynamics

Council meetings demonstrated strong resident engagement and a commitment to transparency through open deliberations. However, the tone of discussions often shifted into reactive and positional exchanges rather than collaborative problem-solving. This contributed to prolonged debates, uneven prioritization, and delays in decision-making.

Decision-Making Pace and Priorities

- Leadership appeared to operate in crisis management mode, frequently shifting focus in response to emerging issues or external pressures.
- Established priorities were often displaced by new concerns raised during meetings, creating a cycle of competing priorities.
- This reactive pace limited the council’s ability to maintain strategic focus and undermined progress on long-term goals.

Communication Styles

- Interactions between council members and staff varied significantly, ranging from professional to tense.
- Staff frequently responded cautiously, suggesting hesitation to speak openly due to concerns about misinterpretation or conflict escalation.
- Discussions with the public occasionally reflected frustration or defensiveness, which reduced the overall effectiveness of dialogue.

Section 5: Observation Report

Council-Community Dynamics

- Community participation was robust, but at times adversarial. Public comments carried significant influence on decision-making, often shifting the council's pace and focus.
- Reports surfaced of Town Council, employees, and residents experiencing intimidation after meetings, including being followed outside by disgruntled residents. Such incidents discourage open participation and undermine public trust in the process.
- While transparency is a noted strength, the lack of structured communication management has created psychological safety concerns for both staff and residents.

Role Alignment

- Observations revealed gaps in how council members and the Town Manager understood and executed their roles.
- The Town Manager's expertise is a clear asset to the Town, although her direct engagement in tactical responsibilities has at times pulled focus away from the broader strategic leadership functions required of her position.
- Limited delegation to staff reduced opportunities for empowerment and professional growth, while also creating inefficiencies in project management and execution.

Professionalism and Culture

- While care and concern were evident, the overall culture of council meetings often lacked a consistent professional framework.
- Prolonged debates over details, public disagreements, and reactive decision-making signaled opportunities for leadership to set and maintain a more stable, professional tone.
- A deficit in the use of structured project management systems (e.g., the unused Asana platform) contributed to communication breakdowns and accountability gaps.

Section 5: Observation Report

Summary:

The observations confirmed that the Town's leadership environment is characterized by dedication to transparency and community engagement, but also by reactivity, inconsistent professionalism, and gaps in role clarity. Without improved communication management, stronger delegation, and a clearer alignment of pace and priorities, the risk of continued instability remains high.

Section 6: Leadership Pace & Priorities

The pace, focus, and priorities of leadership within the Town of Loxahatchee Groves were consistent themes throughout the interviews and direct observations. While council members and the Town Manager are dedicated to serving residents, the approach to leadership is often reactive rather than strategic, which undermines efficiency and long-term progress.

Crisis-Driven Decision-Making

- Leadership frequently operates in a constant state of crisis management, where new issues and resident concerns regularly displace established priorities.
- This cycle creates an environment where priorities compete rather than align, reducing momentum on long-term initiatives and leaving staff uncertain about where to focus their efforts.

External Pressures and Influence

- The pace and direction of decision-making are strongly influenced by external pressures, particularly during public comment and community interactions.
- While transparency is valued, the weight of these external responses often results in rapid shifts in focus, slowing progress on strategic goals.
- The absence of clear boundaries and communication protocols has, in some cases, escalated into intimidation of residents and staff, raising concerns about psychological safety and open participation.

Lack of Congruent Vision

- Council members and the Town Manager do not consistently share a unified understanding of the long-term vision for the Town.
- Differing priorities and interpretations of individual roles contribute to fragmented decision-making and slow follow-through.
- Without alignment around collective goals, leadership energy is spread thin across competing agendas rather than coordinated for maximum impact.

Section 6: Leadership Pace & Priorities

Role of the Town Manager

- The Town Manager is widely respected for her knowledge and expertise, which is viewed as one of the Town's greatest strengths.
- However, her tendency to take on too many tactical responsibilities dilutes her ability to focus on strategic leadership.
- A stronger emphasis on delegation and staff empowerment would free the Town Manager to concentrate on high-level priorities and strengthen her team's capacity.

Project Management Gaps

- The Town has adopted project management software (Asana), but it is not being used effectively—or at all.
- The absence of a functional system has resulted in duplicated assignments, unclear delegation, and reduced accountability.
- This deficit reinforces communication challenges and prevents leadership from tracking progress consistently.

Professionalism and Tone

- While care and concern are evident, council proceedings and staff interactions do not always reflect a professional framework of communication and accountability.
- Debates over details, public disagreements, and reactive shifts in direction signal the need for a more disciplined approach to leadership and cultural tone-setting.

Summary:

The Town's leadership pace and priorities reflect a tension between dedication to community service and reactive, crisis-driven patterns. Without stronger alignment on vision, improved delegation, and consistent project management, leadership risks perpetuating inefficiency, eroding trust, and missing opportunities for long-term progress.

Section 7: Survey Results Overview

Chain of Command

- Internal staff: 50% yes | 50% no
- External staff: 88% yes | 13% no
- Overall: 71% yes | 29% no

Interpretation: Internal staff experience much more confusion about authority and accountability compared to external staff.

Comfort Addressing Issues with Supervisors

- Internal staff: 67% yes | 17% no
- External staff: 75% yes | 25% no
- Overall: 71% yes | 21% no

Interpretation: Both groups show relative comfort, but internal staff express slightly higher hesitation.

Training Opportunities

- Internal staff: 33% yes | 17% no
- External staff: 25% yes | 13% no
- Overall: 29% yes | 14% no

Interpretation: Both groups see training as inadequate, with especially low satisfaction among internal staff.

Workplace Atmosphere

- Internal staff: 33% yes | 67% no
- External staff: 75% yes | 0% no
- Overall: 57% yes | 29% no

Interpretation: Internal staff describe the environment as much less collaborative, while external staff view it positively.

Section 7: Survey Results Overview

Favoritism in the Workplace

- Internal staff: 67% yes | 33% no
- External staff: 57% yes | 43% no
- Overall: 62% yes | 38% no

Interpretation: Favoritism is strongly perceived across both groups, but especially among internal staff.

NOTE:

The term internal staff refers to management employees and staff who work directly within the Town Hall building.

The term external staff refers to individuals who work outside of the Town Hall building, including those in the Building Division, members of the Town Council, and external consultants.

Section 8: Recommendations

The Town of Loxahatchee Groves is at a pivotal point in its organizational journey. The observation revealed strengths that reflect a resilient and dedicated staff, engaged residents, and a council committed to transparency. At the same time, it exposed gaps in leadership alignment, communication, and workplace culture that, if unaddressed, could erode trust, morale, and long-term stability.

A recurring theme throughout this process was the contrast between internal Town Hall staff and external respondents. Internal staff consistently reported lower satisfaction with the chain of command, workplace atmosphere, and transparency, while also perceiving higher levels of favoritism and micromanagement. External respondents, council, consultants, and field employees viewed the organization more positively but are less impacted by the day-to-day dynamics inside Town Hall. This divide underscores the urgent need to focus improvement efforts where the risks are most acute: the internal workforce.

The Town's leadership pace and priorities further reflect a cycle of crisis management, where immediate pressures frequently displace long-term goals. Without a unified vision, consistent role clarity, and effective project management, progress will continue to stall, and frustrations will deepen.

Moving forward, success will depend on three critical shifts:

1. Council and Leadership Alignment – Clarifying vision, defining roles, and setting priorities that are strategic rather than reactive.
2. Internal Staff Empowerment – Establishing clear structures, professional development opportunities, and communication systems that reduce micromanagement and favoritism while boosting morale.
3. Safe and Transparent Community Engagement – Implementing structured communication management protocols and safeguards that protect both staff and residents from intimidation, ensuring open and fair participation.

Section 8: Recommendations

The developmental roadmap outlined in this report provides immediate, short-term, and long-term actions to strengthen trust, rebuild professionalism, and create sustainable systems. If consistently embraced, these steps will enable the Town of Loxahatchee Groves to transition from a cycle of reactivity to a culture of clarity, alignment, and long-term stability well-positioned to serve its community with excellence.

The observation revealed the need for intentional focus on strategic planning, executive leadership development, and improved communication practices. The following roadmap prioritizes leadership clarity and cultural alignment in the first phase, supported by training and systems that sustain long-term growth.

Immediate Priorities (0–3 Months)

- **Executive Coaching:** Initiate one-on-one coaching for the Town Manager and key leaders, to include members of the Town Council, focusing on communication, delegation, and strategic leadership.
- **Strategic Planning Framework:** Launch the creation of a clear long-term strategic plan to unify vision, align roles, and set measurable priorities for the Town.
- **Communication & Culture Training:** Conduct a foundational workshop on effective communication, professionalism, and cultural expectations for staff and leadership.
- **DISC & Emotional Intelligence (EIQ) Training:** Administer assessments and training to improve self-awareness, reduce conflict, and build stronger collaboration.
- **Communication Protocols for Council Meetings:** Introduce structured facilitation guidelines and an independent liaison to ensure safe, balanced, and professional dialogue.

Section 8: Recommendations

Short-Term Priorities (3–6 Months)

- Council & Staff Alignment Workshops: Facilitate sessions to reinforce the strategic plan, clarify responsibilities, and reduce fragmentation.
- Staff Development Program: Provide quarterly training focused on leadership skills, cross-department collaboration, and emotional intelligence application.
- Project Management Discipline: Reactivate or replace the unused project management platform, ensuring proper training and adoption to track tasks and accountability.
- Pulse Checks: Conduct regular surveys to monitor morale, communication effectiveness, and progress toward alignment.

Long-Term Priorities (6–12 Months)

- Succession Planning Framework: Design career pathways and leadership development tracks to reduce turnover risk and strengthen organizational continuity.
- Cultural Alignment Initiative: Define and embed shared values to unify internal staff, field employees, and leadership around professionalism and service.
- Annual Strategic Retreat: Host a facilitated retreat to review progress, refresh the strategic plan, and reinforce staff collaboration.
- Ongoing Leadership Development: Sustain momentum through continued executive coaching, DISC/EIQ refreshers, and advanced communication workshops.

Proposal

Ongoing Services Options

To reinforce leadership alignment and cultural transformation, Actuate Consulting offers two levels of structured support. Both packages are designed to provide executive coaching, leadership training, and actionable recommendations with clearly defined time commitments.

Package 1: Leadership Alignment Program – \$5,000/month

Scope of Support (capped at ~20 hours/month):

- 1:1 Executive Coaching for Town Manager – Two 90-minute coaching sessions each month (3 hours).
- Executive Leadership Training – One monthly 2-hour training session for executive team, rotating focus areas such as:
 - Strategic Leadership
 - Communication Protocols
 - DISC & Emotional Intelligence (EIQ) Application
- Council Meeting Participation – Attendance at one bi-monthly council meeting (up to 3 hours), followed by a written recommendation brief outlining actionable next steps.
- Advisory & Support – Up to 10 additional hours per month for preparation, documentation, executive coaching, and issue-specific advisement.

Please note: All services are capped at 20 hours per month. Any additional services beyond this cap will be billed at a rate of \$250 per hour. Hours may be applied across a range of options, including training, executive coaching, and planning and development. Hours must be utilized within the month and may not be carried over.

Focus: Provides steady alignment and coaching for the Town Manager, while also developing the executive team's skills in communication, strategic thinking, and collaboration.

Proposal

Package 2: Leadership & Transparency Program – \$7,500/month

Scope of Support (capped at ~30 hours/month):

- 1:1 Executive Coaching for Town Manager – Three 90-minute sessions each month (4.5 hours).
- Executive Leadership Training – Two monthly 2-hour training sessions for the executive team (4 hours).
- Council Meeting Participation – Attend monthly council meetings, followed by written recommendation briefs.
- Quarterly Staff Workshop – One extended 4-hour workshop per quarter, focused on topics such as:
 - Strategic Leadership
 - Organizational Culture Alignment
 - Conflict Resolution & Professional Communication
- Advisory & Support – Up to 15 additional hours per month for preparation, documentation, and on-demand advisement.

Please note: All services are capped at 30 hours per month. Any additional services beyond this cap will be billed at a rate of \$250 per hour. Hours may be applied across a range of options, including training, executive coaching, and planning and development. Hours must be utilized within the month and may not be carried over.

Focus: Designed for municipalities ready to invest more deeply in both leadership and community trust. This package adds comprehensive council engagement, quarterly culture-building workshops, and enhanced coaching for the Town Manager.