

**CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FLORIDA
CITY COUNCIL BUDGET WORKSHOP MINUTES
JULY 28, 2014 AT 5:30 PM**

(The following may contain unintelligible or misunderstood words due to the recording quality.)

I. CITY CLERK CALLS TO ORDER

CHAIRPERSON DAVIS: Okay. Everybody ready? Good evening, everyone. Welcome to the City Council Budget Workshop. We don't have a clerk. Miss Jones? I'll call the roll.

II. ROLL CALL

CHAIRPERSON DAVIS: Councilman Davis?

COUNCILPERSON DAVIS: Here.

CHAIRPERSON DAVIS: Councilman Guyton? Councilwoman Pardo?

CHAIR PRO TEM PARDO: Here.

CHAIRPERSON DAVIS: Councilman Thomas?

COUNCILPERSON THOMAS: Here.

CHAIRPERSON DAVIS: City Manager Jones?

CITY MANAGER JONES: Present.

CHAIRPERSON DAVIS: City Attorney Pam Ryan?

CITY ATTORNEY RYAN: Present.

CHAIRPERSON DAVIS: Okay. Thank you. Let's all stand for the Pledge -- the -- a moment of silence and the Pledge led by Mr. Thomas.

III. INVOCATION AND PLEDGE OF ALLEGIANCE

(Everyone stood for a moment of silence with the Pledge of Allegiance being led by Councilperson Thomas).

CHAIRPERSON DAVIS: Okay, Miss Jones, you have the floor.

IV. DISCUSSION - RUTH JONES, CITY MANAGER

CITY MANAGER JONES: Thank you, Madam Chair, members of Council, tonight we are having our --

CHAIRPERSON DAVIS: Excuse me. One second. And -- and Chair Davis is in the building, also. Okay. Go ahead.

CITY MANAGER JONES: -- we have our fourth budget workshop in preparation for the 2015 budget. There's only two items on the agenda tonight. And if I may, I would like to go to first of all the report from MGT of America, Incorporated. Periodically I think it's important for an outside third party to come in and look at departments to assess their use of technology, how efficient their operations are, as well as to assist me in knowing what type of future leadership something might need.

We've done this assessment. First of all, we did Utility District early on. This time around we did the departments -- the Division of Code Enforcement in the police department and the Clerk's Office. We met with them because I wanted them to know this was not a means to threaten any jobs. It's so that we can be a better organization and do the things that we need to do. So I would like for Mr. Fred Seamon to present his findings and, of course, as always, answer any questions that you might have.

CHAIRPERSON DAVIS: Okay. And let the record reflect that Councilman Guyton is here. Go ahead, sir.

MAYOR MASTERS: And I'm here, too.

CHAIRPERSON DAVIS: Well, you're not on the dais so --

MAYOR MASTERS: But I'm here.

CHAIRPERSON DAVIS: Okay. That's fine.

MAYOR MASTERS: Let the record reflect that I'm here.

CHAIRPERSON DAVIS: Go ahead, sir.

UNIDENTIFIED SPEAKER: Thank you.

CHAIRPERSON DAVIS: Go ahead, sir.

FRED SEAMON: Okay. Thank -- thank -- thank you, Madam Chair, and -- and Council. My name is Fred Seamon. I'm a senior partner with MGT of America. And I am here to give you a brief overview of the major findings and recommendations of the assessment and review of the Office of the City Clerk and Code Enforcement Division which was conducted by our firm.

Let me quickly share with you a few tidbits about MGT of America. We are a national management consultant and research firm. We're headquartered in Tallahassee, been around almost 40 years. We do work all over the country. We've done about a little

over 6,000 different client engagements around the country. The kind of work that we've done on you all's behalf, we've done for some of the largest cities and counties across the country and also some of the smallest. And very, very pleased that we were able to do this work on you all's behalf. As I mentioned, I'm a senior partner with the firm. I've been with MGT on and off about 30 years. And pleased to be here with you this evening and I'm not just saying that because that's what you're supposed to say when you stand up here.

Let me talk some about the objective of the assessment that we did. We were asked to come in and take a look and assess operational efficiencies and effectiveness. And -- and these, quite frankly, are routine activities on the part of many city and county government. In fact, most of the work that MGT does, we help organizations, mostly in the public sector, avoid two very important things that I want you to think about as I go through this presentation. One is helping them to avoid organizational insanity. Avoid organizational insanity. And that's continuing to do the same thing the same way and expecting the results to be different. And -- and the second thing that we do is to help organizations to not engage in becoming comfortable in their dysfunction.

Because organizational insanity and becoming comfortable if your dysfunction goes hand in hand. But again, we were asked to assess operational efficiency and effectiveness and best practices, and that's what we did over a period of several months. And an assessment and review process involves several major things. We documented best practices and industry standards. We conducted a variety of assessment activities which I'll talk briefly about. Solicited internal and external stakeholder input and then prepared a draft and final report.

And those activities involved the collection, review and analysis of a variety of source documents. Some of those documents were provided by city staff. Others were gleaned from you all's website. A fair amount of input gathering and also multiple observations and customer interactions. We had people on site here conducting interviews and -- and meetings with a variety of folks. We also did some mystery shopping as a result of this and some custom intercept officer views where we engage people who were coming out of the offices of the City Clerk and also the Code Enforcement Division.

And then we conducted peer research so those were the major activities. The peer research involved contacting the cities that you see there, Boca Baton, Boynton Beach, Delray Beach, Lake Worth, Palm Beach Gardens and -- and also West Palm -- the City of West Palm Beach. We talked with the staff. We also searched their websites. We also did some mystery shopping with those entities, as well, too, and we had our -- some of our project team members to actually go inside and interview those folks.

And the next couple of slides relate to the results of the peer analysis. One of the things that we looked at was staffing. As you'll see there, most of the peer organizations have a ratio of about 1.0 staff per 10,000 population. The ratio here is about 1.5 for both the Clerk's Office and also Code Enforcement, which we'll get to later.

The other thing that we were very concerned about -- and I'm going to talk about this in detail when we get to the findings and recommend -- recommendations, but technology and website functionality. And we, in looking at what your peers did in comparison to what you all do, there's some opportunities for some significant improvements which we'll talk about, which has an impact on customer service and efficiency and some other kinds of things.

We also looked at the role in the agenda process. And then on the Code Enforcement side we also looked at -- at staffing per 10,000 population. And one of the comments that you'll see later is that compared to your peers, you're overstaffed. But compared to the way the work is getting done, you're understaffed. You're overstaffed but understaffed, and I'll talk somewhat about what that really means.

We also looked at -- at workload in -- in Code Enforcement Divisions in those few cities. And also again, technology and website functionality. And -- and -- and this is so critically important because in today's environment, how people access and use information is changing. It's evolving and will continue to change. And if you don't have the technology and the website functionality, you're not providing optimal customer service. It's as simple as that, folks. And we'll talk some -- some more about that.

Okay. One of the things that we typically do when we do an assessment, performance audit or performance review, we -- we also look at the what does an organization need to be commended for. And one of the commendations that we put in our report is about your City Clerk. And she's had a very long and distinguished career and should be commended for her years of -- of service and the recognition that she has received as a City Clerk profession. In the first group of findings for both Code and -- and the City Clerk, you're gonna see some -- what I call general observations. And again, the first is related to the experienced professional that you have in the City Clerk. I also felt that your -- the current staff in the City Clerk's Office, they -- they appear to be knowledgeable, well suited for their positions. But questionable about whether they can the technology savvy that's going to be important for utilizing technology and shape and reshape certain operations and functions, which is going to be critical going forward.

As I mentioned, we -- we did some intercept interviews for both Code Enforcement and the Clerk's Office. And those are just man on the street, woman on the street, real short, engaging folks as they come out of offices to ask, you know, did you get the service you wanted? How was that service? And -- and -- and all of that was mixed. We looked at the -- at the City Clerk's website and particularly in comparison to what you see in Code Enforcement, it's a -- it's a pretty good website. It's easy to navigate, has a lot of good information on it, which is important.

Cramped for space. And -- and part of that being cramped for space is that you all essentially have what I call a paper-driven system. You all handle lots of paper. And that paper is everywhere.

CHAIRPERSON DAVIS: Right.

FRED SEAMON: In fact, you can't -- you can't get enough space to handle all of the paper that you will be accumulating over the next couple of years. And -- and -- and then in talking with folks within city government, there are varying perceptions and opinions about the performance of the Clerk's Office and the extent which it operates in an efficient, effective and custom -- customer-centered and customer-focused manner. And that was clear across several interviews.

One of the things that we've done in our report, if you've taken a look at it, we made a conscious attempt not to give you all 30 recommendations and findings. It's a very short list of findings and recommendations. And we tried to be very strategic and putting forth findings and recommendations that will ultimately do two things: One is improve the overall efficiency and effectiveness of the operations in both the City Clerk's Office and Code Enforcement, and also help to improve customer service. And one of the first findings relate to overall efficiency and effectiveness. Part of that has to do with becoming more technology friendly and using technology in a much different way and going from paper-intensive to paperless. And the second recommendation is investing in -- in electronic documents management system. And there are a lot of different systems out there that you all can take a look at. We're also -- in making this recommendation, we were cognizant of the fact that you all also are undergoing a technology review that's going to address some technology issues. Part of that technology review needs to encompass some type of electronic document management system for the Clerk's Office.

And once you do that, you need to turn -- looking at the Clerk's Office of the future, we're recommending that you determine appropriate staffing levels once you figure out how technology is going to reshape the Clerk's Office function. Do you need more people or less people. And some of that decision is going to be driven by the technology implemented and how you use that technology. And then addressing operations and functions to meet current and future needs. A recommendation for is to develop a succession plan. You're going to lose the services of a city clerk that's been around here for a very, very long time and by the end of the year. And it's going to be important for you all to develop some type of succession plan to make sure that you don't skip a beat in that office. And we've got some -- some -- some detail related in the report about how to use that.

The other finding was that very limited use of performance indicators and performance measures in both the Clerk's Office and Code Enforcement. And -- and we think that those are key to getting on top of how you can function and operate more efficiently and effectively, accountability, how do you measure the performance of both an office, as well as the individuals in that office. Quite frankly, organizations that fail to use performance measures and performance indicators find themselves behind the 8-ball in terms of productivity and being able to -- to really provide customer service and operate as efficiently and effectively as possible. So we're talking about expanding the use of performance measures and also provide several examples that you can possibly use as starting points.

And then there was, again, the mixed perceptions and opinions about customer service. We're suggesting here that there's nothing more important than customer service. And -- and there are two types of customer service that we're concerned with. One is the internal customer. And -- and that's all of you, as well as all other departments within city government. And -- and one of the things that we typically heard is -- was related to response times and -- and how long it takes to retrieve certain things. And again, that's a function of -- of dealing with so much paper. There's certain things that you ought to be able to retrieve by pushing a button or more than two buttons. But that's not the case currently.

But there's also external customers and -- and -- and how you treat those customers, even if you have to tell them no. And -- and that's particularly the case in Code Enforcement. And -- and how you say no is extremely important. So one of our recommendations is to take a look at staff -- staff skills and competencies and particularly in terms of training needs and begin to work with your HR department to ensure that there's a certain level of customer service training that all staff are mandated to take. I just think that's critically, critically important.

And let me quickly jump to Code. One of the things that we commended Code for was having a Lien-Amnesty Program. I understand that's not working as well as it could. But the fact that you all have one is something to be commended. And -- and then --

COUNCILPERSON THOMAS: Madam Chair?

FRED SEAMON: -- Code Enforcement in this city is --

CHAIRPERSON DAVIS: Can -- we have a question here for you, I guess.

FRED SEAMON: Yeah.

CHAIRPERSON DAVIS: Mr. Thomas?

COUNCILPERSON THOMAS: Yes, what I'm asking is can we take them department by department so we don't interchange the two?

CHAIRPERSON DAVIS: Don't you want to --

COUNCILPERSON THOMAS: Keep --

MAYOR MASTERS: (Inaudible), yeah.

CHAIRPERSON DAVIS: -- you want to do just the City Clerk first and then Code Enforcement?

COUNCILPERSON THOMAS: And then -- yeah, he's just starting Code Enforcement. Could we --

FRED SEAMON: Yeah. I -- I've already done the City Clerk's.

CHAIRPERSON DAVIS: Okay. So you have questions on the City Clerk's?

COUNCILPERSON THOMAS: Right. We just want to discuss maybe the City Clerk's -

FRED SEAMON: Oh, oh, oh, oh. For you all. Okay. Okay. Okay. Cool.

COUNCILPERSON THOMAS: Right.

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON THOMAS: Yeah. Well, is that okay?

CHAIRPERSON DAVIS: Go ahead. Uh-huh.

COUNCILPERSON THOMAS: Would you repeat your name for me, sir, please?

FRED SEAMON: Fred Seamon.

COUNCILPERSON THOMAS: Mr. Seamon?

FRED SEAMON: Yes, uh-huh.

COUNCILPERSON THOMAS: I think that was very detailed, Mr. Seamon. I saw some general -- can you go back a few slides? I saw some general observations that you -- that you made in the clerk's department in terms of -- well, if you can't -- in terms of paper. I heard you say that we wouldn't have enough space --

FRED SEAMON: Yes.

COUNCILPERSON THOMAS: -- for paper. Even if we futuristically planned for some additional space it still wouldn't be enough. So I took that as saying that we -- we have a little bit too much paper. But you never gave an -- a -- a real plain and simple cure that you think that we could do.

CHAIRPERSON DAVIS: (Inaudible) gotten that.

FRED SEAMON: Well, I -- Councilman Thomas, I think the -- the cure is the document management system. That's the cure. And -- and -- and loading that paper into the -- the -- the document management system and utilize it.

COUNCILPERSON THOMAS: Okay. Did you -- did you go any further to see what type of document management systems that will best suit our issue?

FRED SEAMON: No. No. No, I did not. And -- and there's several -- and because I -- I recognize that you all are undergoing this technology review or study, what I wanted to do was to put forth the need for a document management system and have that be part of what y'all are looking at as a part of your total technology picture.

COUNCILPERSON THOMAS: So when you say document management, are you just saying strictly electronic or are you says get one of the companies who stores --

FRED SEAMON: No. I -- I --

COUNCILPERSON THOMAS: -- documents? Or what -- what exactly are you speaking of?

FRED SEAMON: -- no, I'm talking about an electronic document management system that you all own.

COUNCILPERSON THOMAS: Okay. Okay.

FRED SEAMON: Yeah. And -- and I think that's critically important.

COUNCILPERSON THOMAS: You wouldn't to just happen to know a ballpark figure of how much something like that would --

FRED SEAMON: No. I -- I would not venture a guess at -- at a ballpark for you, sir.

COUNCILPERSON THOMAS: -- to say that. Let me ask you a question. While you were doing the -- the technology -- I'm sorry, the -- the study of the Clerk's department, did you come across any trainings that would have been good or did you come across any -- 'cause I -- I -- I think it's a training issue probably department wide of every department we have. I don't see us budgeting a lot of money for training. Did you see anything that we could do or point out for some --

FRED SEAMON: Oh, oh, yeah. In fact, I have -- I'll be glad to --

COUNCILPERSON THOMAS: -- specific immediate type of training?

FRED SEAMON: -- to provide some -- some examples and point you all in some directions. In fact, I -- I know at least one good consultant firm that does training. I'm just teasing you.

COUNCILPERSON THOMAS: I -- I -- I get you. I -- for some reason I'm -- I -- I understand you. I just want to -- I just want to make sure.

FRED SEAMON: But no, and -- and -- and in fact --

COUNCILPERSON THOMAS: Because we --

FRED SEAMON: -- and -- and let me suggest this to you. One of the reasons I recommended doing the training needs assessment first is -- is what you invest in terms of dollars and cents in training ought to be driven by the results of your training needs assessment. You know, I strongly discourage organizations from just going out there, investing in XYZ training because they have a notion that, you know, this might be best for staff. You -- you really do need a -- a well-thought out training needs assessment

and that should drive what type of training you invest in, the frequency of that training and -- and --

COUNCILPERSON THOMAS: So that wasn't part of what you were actually doing?

FRED SEAMON: No. No, no. No.

COUNCILPERSON THOMAS: Okay. And then another question here. I notice that you pointed out the fact that our city clerk will be retiring and that we need some type of succession plan.

FRED SEAMON: Yeah.

COUNCILPERSON THOMAS: Are you suggesting that we don't have one in place now?

FRED SEAMON: No. I'm suggesting that you -- you need to put one in place as quickly as you can.

COUNCILPERSON THOMAS: So that would be a suggestion that we don't have one in place now?

FRED SEAMON: Well, I guess you could say that. Yeah.

COUNCILPERSON THOMAS: Okay. All right. How critical do you think that that is?

FRED SEAMON: I think it's extremely critical.

COUNCILPERSON THOMAS: Do you think we have enough time at this point to put one in place?

FRED SEAMON: Yes. Yeah.

COUNCILPERSON THOMAS: I'm assuming that you know a consulting firm that will help us do that, as well?

FRED SEAMON: There are consultants out there that will help you do anything you need, sir. Well, yeah. Yeah.

COUNCILPERSON THOMAS: Okay. I just want to make sure that we have some actual answers. I mean, you're doing a beautiful presentation.

CITY ATTORNEY RYAN: Right.

COUNCILPERSON THOMAS: But I just want to make sure that we're actually getting into the nuts and bolts to -- to have, you know, some type of plan of what we're gonna do. Other than that, it'll just be that you're sitting here giving a beautiful presentation for no apparent reason.

FRED SEAMON: Yeah. And -- and -- and particularly with -- with the succession. You don't want to be in the position of -- of the city clerk leaving by January 1 or whatever that date is and not having something concrete in place in -- in order to allow you all to have as smooth a transition as possible and that you don't skip a beat in terms of the essential functions of the Clerk's Office, because it's just too critical a function for the City.

COUNCILPERSON THOMAS: Uh-huh. Miss Jones, do we have something like that? Are we working on something?

CITY MANAGER JONES: This is the first step in the assessment. 'Cause you -- in order to determine what your staffing needs or your hiring needs might be in the succession plan, you have to go in and assess where your weaknesses are so then you know what skills knowledge and -- knowledge and ability you're looking for in your next person or what someone that might aspire to be in that office, what they might need in order to get up to speed. And so this is the --

COUNCILPERSON THOMAS: I'm more concerned about him saying that we don't have a plan in place. So if Miss Ward --

CITY MANAGER JONES: This is the first step in that plan to tell me what we need so then we'll see the training needs assessment to see what we need to do to get people trained and with the skills so that even if someone is not aspiring to be the clerk but that everyone that wants to move up in that office knows what skills, knowledge, what training they need to have and all of that.

COUNCILPERSON THOMAS: I get it. I'm -- I'm more concerned that if Miss Ward decided that she wanted to leave on tomorrow, where would we be and, you know, how urgently are we deciding this? I mean, because she does not have to stay until the --

CITY MANAGER JONES: Right.

COUNCILPERSON THOMAS: -- you know, end of the year. I'm hoping and praying that she will. But if -- if that doesn't happen, then where -- you know, where are we? What type of functions are we going to still be able to -- to do? You know, that's a -- that's a serious -- a serious concern for me.

CITY MANAGER JONES: Fortunately for us in the Clerk's Office, you do have a second in command that has all of the training and certifications to be a clerk. And so that at least is helpful so that you're not losing that expertise. I am not sure without doing the actual assessment of the skills whether more is needed. And that would be what you would try to accomplish so that when you're going out, when you're writing your job description, when you're going out for your ads for the position, you're putting in there what you know that you need.

COUNCILPERSON THOMAS: Okay. So if we had to have an election without Miss Ward being present, would that go smoothly? How would that -- how would that work?

CITY MANAGER JONES: I believe you have a -- a second in command that has worked alongside Miss Ward enough and has the certification that she would be able to carry you through that. But we don't anticipate having to go that long. My -- the basic timetable is so that there is no gap, per se, that your next person is ready to move in, have been hired so that you -- there's not a gap in the -- the time frame from when Miss Ward may leave and when your new clerk is sworn in.

COUNCILPERSON THOMAS: Okay.

CITY MANAGER JONES: Uh-huh.

COUNCILPERSON THOMAS: I mean, maybe I'm not getting it. Maybe I'm not being as clear as -- if -- if -- Miss Ward has the ability and the right to leave whenever she pleases. At which time would we know -- I'm -- I'm trying to figure out why we haven't started this process already. You know?

CITY MANAGER JONES: Because in this particular case, I wanted to be sure what skill, knowledge and ability I needed to be recruiting for. I didn't want to just put out an ad for a clerk and not be specific enough about the kinds of experiences and knowledge that I need for that person to have. And this is that first step in order to be able to do that.

COUNCILPERSON THOMAS: Okay. Without getting into any employment issues, you --

CITY MANAGER JONES: Unless --

COUNCILPERSON THOMAS: -- just a few minutes ago you said that the deputy could carry on the -- the -- the needs, but are we still going to look for another person to --

CITY MANAGER JONES: We have to advertise the position and recruit. We will be recruiting.

COUNCILPERSON THOMAS: Okay. I'm good. I'm good with Clerk's Office.

COUNCILPERSON GUYTON: Madam Chair?

CHAIRPERSON DAVIS: Mr. Guyton.

COUNCILPERSON GUYTON: Something on that same line as it relates to replacing critical people that are leaving -- and I don't want to get off the City Clerk, and I must reveal I've had this discussion with the City Manager about the replacement of critical people that are leaving. And I was told the same thing, that it's the first step. So I agree with Mr. Thomas that, you know, this is a concern that needs to be addressed. But the other position that I've questioned the City Manager on about replacement and what's the process going to be is the Director of Human Resources. But that department is not part of this assessment.

COUNCILPERSON THOMAS: Uh-huh.

COUNCILPERSON GUYTON: So how are we going to replace that position if we're not going through this same procedure to ascertain the skills that maybe can be revealed to the City Manager? So I think that we as a -- a board, a council, needs to give some directives.

COUNCILPERSON THOMAS: Yeah. Mr. Guyton, I was -- I was looking through the -- through the -- you know, the oral chart that's, you know, in our --

COUNCILPERSON GUYTON: The organizational chart?

COUNCILPERSON THOMAS: The organizational chart. I said oral chart.

COUNCILPERSON GUYTON: You said oral chart.

COUNCILPERSON THOMAS: Am I thinking about the dentist? I was looking through the organizational chart and I noticed that -- let me make sure that I have correct. I noticed that -- I want to say --

CHAIRPERSON DAVIS: Chart 4, the entire city?

COUNCILPERSON THOMAS: -- she -- yes and no.

CHAIRPERSON DAVIS: Or -- okay.

COUNCILPERSON THOMAS: Like, that shows the departments and how she's combined them. And I'm not 100 percent -- and -- and in all honesty, I had a meeting with Miss Jones this morning. I probably should have discussed that with her. I don't want to be --

CITY ATTORNEY RYAN: Page 12.

COUNCILPERSON THOMAS: -- yes, on page 12. I -- I -- I saw that and I see Leisure Services and I see -- I'm sorry. I see Finance and Administrative Services and I see several department heads up under that. And you know, no -- no -- no -- no real -- no -- no offense to Mr. Sherman. I think Mr. Sherman is an excellent individual. But I'm just concerned that maybe dumping all of those under one entity, I'm not sure is the best situation to go. But what I am concerned about is not just Miss Perry, not just Miss Ward, but you have individuals like Miss Jackson and some of those other people. I'm -- I'm -- I'm a little nervous as to what we are going to -- to do with them. So I -- like you, Mr. Guyton, I'm -- I'm -- I'm pretty nervous as, you know, what we need to do, how we need to do it. And I just don't think that we ought to just sit back and say that it's not a -- I'm -- I'm pretty sure that Miss Ward, she's lived here all the time that I've known her. She's been the clerk for as long as I've been alive, I believe. So I don't foresee her going anywhere.

UNIDENTIFIED SPEAKER: (Inaudible).

COUNCILPERSON THOMAS: No, I'm serious. Probably as long as I've been alive. So I don't think that she is going anywhere. I know she doesn't look quite as young to be able to have been the clerk that long but I just want to make sure that we're just not taking this for granted that, you know, the Human Resources and the City Clerk position is gonna run smoothly just because we put them under another, you know, department or whatever. We do need to know how that's going to -- to -- to -- to take place.

CHAIRPERSON DAVIS: I have a question.

CITY MANAGER JONES: Miss --

CHAIRPERSON DAVIS: Oh, I'm sorry. Go ahead.

CITY MANAGER JONES: -- yeah, Mr. Thomas, this organizational structure has been in place for a couple of years. And I -- I do know that I believe it's the HR position is slated to be advertised this week. And depending on your reactions in the next one as it relates to changing the titles in Utility Billing to a more Customer-Service focus, then we would be ready to advertise that position, as well. I agree they did not go through an assessment. Mr. Sherman reviewed Utility Billing thoroughly upon his arrival so -- and that's why we got the Customer-Service focus instead of saying Utility Billing, to focus on customer service. Earlier you've approved the changes some titles of some people so the Customer Service happens to be a part of that title.

CHAIRPERSON DAVIS: Uh-huh. Okay. My -- my -- my question --

CHAIR PRO TEM PARDO: Madam --

COUNCILPERSON THOMAS: I don't think she answered the question, though, Miss Davis. I -- I know you're trying to -- but I just don't -- I'm sorry. I don't think you answered the question. I mean, what are we going to do, you know, to fill --

CITY MANAGER JONES: We'll have people -- we'll advertise those positions and we will have -- in fact, we've talk about possible overlap of -- of time so that --

COUNCILPERSON THOMAS: Okay. That's the first step in me thinking that we're getting serious 'cause we're overlapping.

CITY MANAGER JONES: Yeah.

COUNCILPERSON THOMAS: But let me just ask this. You know, if people have been in these assistant positions, they -- they gotta know something.

CHAIRPERSON DAVIS: Uh-huh.

COUNCILPERSON THOMAS: So why do we -- and -- and I -- I'm trying to be careful. Okay. Let me rephrase it. If people have been in these positions for so long, they gotta know something. I didn't really rephrase that, did I?

CHAIRPERSON DAVIS: No, you didn't.

COUNCILPERSON THOMAS: So what I'm saying -- what I'm saying is why are we -- you know, why are we not -- why would I want to work here, get trained, get all the necessary requirements that I need, become the assistant, support Division of the Assistant and the City Manager, just for my job the -- the job that, you know, I've been working toward getting, it not be available or that -- I'm not saying that they don't have to compete for it but I -- I don't -- it doesn't seem like we're really preparing, you know, the individuals to -- to take over. I just can't continue to sit here and -- and, you know, let that be okay. It's not okay with me. You know, so --

CITY MANAGER JONES: Yeah.

COUNCILPERSON THOMAS: -- I -- I mean, I -- I got an issue with that and I know the Chair ready to move on but I -- I gotta --

CHAIRPERSON DAVIS: No. I -- I have -- I have some questions.

CITY MANAGER JONES: But I do believe in the Clerk's Office --

COUNCILPERSON THOMAS: I'm sorry?

CITY MANAGER JONES: -- I do believe in the Clerk's Office, you have a capable individual with the appropriate certifications to be able to compete for that position.

CHAIRPERSON DAVIS: Uh-huh. Okay. Can I --

CITY MANAGER JONES: I really do.

COUNCILPERSON THOMAS: Yes, ma'am. Yes, ma'am.

CHAIRPERSON DAVIS: Okay. My question -- and, you know, you made me start thinking about it, really. There is an election in March. And I don't know. Has -- and maybe the City Clerk can answer the question. Has the Deputy ever run an election, you know, on her own, being that you won't be here in March?

CITY CLERK WARD: Madam Chair, deputies do not run elections.

COUNCILPERSON THOMAS: Uh-huh.

CHAIRPERSON DAVIS: I'm -- I'm just asking if she -- if she becomes the clerk, I mean, have -- is she -- will she be capable of running an election?

CITY CLERK WARD: Most certainly.

CHAIRPERSON DAVIS: Okay. All right. And the reason I ask that is because -- and -- and I guess maybe you've trained her in the last, you know, year or two because, you know, in -- in the past whenever, you know, I've gone to the Office for paperwork or

whatever, I was always told that it had to be you to do the paperwork. So that's where I -- I was wondering if she was going to be able to do this as the city clerk.

CITY CLERK WARD: That's because she was not the city clerk.

CHAIRPERSON DAVIS: Okay.

CITY CLERK WARD: She was the deputy city clerk. So deputies -- you only can have one person to be -- to actually conduct the election itself.

CHAIRPERSON DAVIS: No. But I was talking about paperwork.

CITY CLERK WARD: That way -- paperwork, no.

CHAIRPERSON DAVIS: Okay. All right. That's fine.

CITY CLERK WARD: Uh-huh.

CHAIRPERSON DAVIS: Okay. And as for the training, this is something I -- you know, I know we haven't done a lot of. And in going forward, you know, I think it's -- it's really something that's needed citywide, as well.

CITY MANAGER JONES: Citywide.

CHAIRPERSON DAVIS: You know, I agree with Mr. Thomas on that one. I heard Miss Pardo?

CHAIR PRO TEM PARDO: Uh-huh.

CHAIRPERSON DAVIS: Okay.

CHAIR PRO TEM PARDO: Okay. Well, since someone brought up the organizational chart, I have a question regarding the organizational chart.

CITY MANAGER JONES: Uh-huh.

CHAIR PRO TEM PARDO: And can you tell me what the thinking was putting Library under Finance and Administrative Services instead of -- instead of over in Leisure Services?

CITY MANAGER JONES: Well, if you'll recall when I first introduced this model, it was in Leisure Services. And after discussions from Council, it was not left there on a permanent basis and moved over under the Administrative Services side. But my original recommendation when I first did the organizational chart, it was over under Leisure Services.

CHAIR PRO TEM PARDO: Okay. So --

CITY MANAGER JONES: Now, if there's a desire to do something different now, by all means, I can entertain that. But at the time --

CHAIR PRO TEM PARDO: Uh-huh.

CITY MANAGER JONES: -- that was rejected.

CHAIR PRO TEM PARDO: Yeah. I don't recall the whole conversation that we had. I don't recall it. It would just seem like that's really where it belongs, in Leisure Services. And then -- all right. Well, so the Finance Director will be in charge of Human Resources? And it looks like we're getting rid of the director position and the new position will be a manager. So Human Resources will not have a director or will the director be the Finance Director?

CITY MANAGER JONES: The director is the Finance Director. Just like you got divisions within a department --

CHAIR PRO TEM PARDO: Okay. So the Finance Director --

CITY MANAGER JONES: -- it'll become --

CHAIR PRO TEM PARDO: -- he has all the certifications for -- for Human Resources?

CITY MANAGER JONES: No. It is -- no, it's not that he has the certification for Human Resources, but has the knowledge of managing of people. Because these offices have very limited staffs, the span of control really is not that great.

CHAIR PRO TEM PARDO: Uh-huh.

CITY MANAGER JONES: And so this is an opportunity, this -- it's quite common in organizations that Administrative Services, because they are providing an internal service to the organization, that they report to one person. And there's a lot of overlap. If you're working in Finance, Finance, HR, Purchasing -- generally when you buy a package, those are the three that you're buying that package for. And so it's -- it's not uncommon to have an Administrative Services department with divisions in the department.

CHAIRPERSON DAVIS: Okay. I think you -- if I could ask you a question. Are you thinking of Mr. Sherman is the Finance Director?

CHAIR PRO TEM PARDO: Well, who's the --

CHAIRPERSON DAVIS: That's -- that's Karen.

CHAIR PRO TEM PARDO: -- Finance and Administrative Services?

CHAIRPERSON DAVIS: That's him.

CHAIR PRO TEM PARDO: Right.

CHAIRPERSON DAVIS: He's -- he's over all of this, all of these.

CHAIR PRO TEM PARDO: Right. Exactly. And that's why I'm asking.

CHAIRPERSON DAVIS: -- finances --

CITY MANAGER JONES: And that's what she asked.

CHAIR PRO TEM PARDO: Right. But if you look at page 6 --

CHAIRPERSON DAVIS: (Inaudible).

CHAIR PRO TEM PARDO: -- they're getting rid of the title of Human Resource -- Resources director and the new position will be manager. So I was asking so who's the director? And you know, if you're gonna have Mr. Sherman be the director, okay, I think he should have all of those certifications, then. You know, how can he effectively manage the manager if he doesn't really know what the manager is supposed to do? So, you know, maybe that's something you'd like to think about.

COUNCILPERSON GUYTON: Madam Chair?

CHAIR PRO TEM PARDO: You know, it just -- all right. I just --

CHAIRPERSON DAVIS: (Inaudible).

CHAIR PRO TEM PARDO: -- I have an issue with that. All right. And then the last thing with regards to the City Clerk's Office, I am very happy that you did notice the lack of technology. But not just in the Clerk's Office. It's really throughout the City here with the exception of the police department. And, you know, our first step in, you know, trying to get ahead was putting our agendas, you know, on -- on iPads instead of having big books. But we're still getting books instead of using that technology.

CITY MANAGER JONES: Yeah.

CHAIR PRO TEM PARDO: So --

CITY MANAGER JONES: And --

CHAIR PRO TEM PARDO: -- you know, kudos to you for, you know -- well, it was fairly obvious. So --

CITY MANAGER JONES: -- yeah.

CHAIR PRO TEM PARDO: -- now the next step is going to be -- the next step is going to be how do we go about funding for --

CHAIRPERSON DAVIS: For the next (inaudible).

CHAIR PRO TEM PARDO: Right. For the electronics and -- and really start moving forward with that. I think we're behind the ages here.

CITY MANAGER JONES: Yeah. And I agree. And a month or so ago when we had this discussion about technology --

CHAIR PRO TEM PARDO: Right.

CITY MANAGER JONES: -- we are in the -- getting ready to go through the process of a technology master plan.

CHAIR PRO TEM PARDO: Okay.

CITY MANAGER JONES: Because we have to also make sure everything talks to each other, because information in one is dependent on something else.

CHAIR PRO TEM PARDO: Right.

CITY MANAGER JONES: And so that technology master plan is a part of the -- the capital.

CHAIR PRO TEM PARDO: Right. And hopefully this time --

COUNCILPERSON GUYTON: Madam --

CHAIR PRO TEM PARDO: -- you know, we'll get it right. Through the years -- and it was before any of us were elected, okay, the City had hundreds of thousands of dollars in contracts to, you know, bring us into, you know, the information technology highway. And you know, the consultants got rich and we were left with nothing. Or with a -- you know, with some technology that we weren't able to utilize. So, you know, I think that's going to be a challenge for us to make sure that we bring the right people in to do all of this. Okay. Thank you.

COUNCILPERSON GUYTON: Madam Chair?

CHAIRPERSON DAVIS: Mr. Guyton?

COUNCILPERSON GUYTON: I have questions about the organizational chart and how it's set up and the people there. But could we finish the presentations and --

CHAIRPERSON DAVIS: Could we get -- that's what I was gonna ask.

COUNCILPERSON GUYTON: -- let him entertain our questions and then we can proceed (inaudible)?

COUNCILPERSON THOMAS: Okay. I -- I'm -- I'm done with my questions about the Clerk's Office. But I do have some things about the Code Enforcement, Madam Chair.

CHAIRPERSON DAVIS: Okay. Anybody else has questions?

COUNCILPERSON GUYTON: Well, I think he's just getting ready to do the Code Enforcement.

COUNCILPERSON THOMAS: Yeah.

MAYOR MASTERS: Madam Chair, I have questions on the -- on the City Clerk's Office.

CHAIRPERSON DAVIS: Go ahead, sir.

MAYOR MASTERS: Thank you. Best practices. What cities were -- did you discover were best practices in the county or the state?

FRED SEAMON: Well, we were given a list of six cities that we used as -- as peer cities. And I think I listed those.

MAYOR MASTERS: I know they were peer cities but I saw something on that you said best practices.

FRED SEAMON: Oh, yeah. Now -- now, the -- yeah, the other thing that we did is that we went to both ICMA, MAACO --

MAYOR MASTERS: ICMA is --

FRED SEAMON: The International City Management Association.

COUNCILPERSON GUYTON: International --

MAYOR MASTERS: Just I want for the people who are listening in the FRED SEAMON on television.

COUNCILPERSON THOMAS: And me, too, 'cause --

FRED SEAMON: -- and the National Association of Counties.

COUNCILPERSON THOMAS: -- I didn't know what it was.

MAYOR MASTERS: Okay.

FRED SEAMON: We looked at the Clerk's Association for the State of Florida. We also utilized our own internal library of resources in that we've done this type of work all over the country.

MAYOR MASTERS: Now, my question is --

FRED SEAMON: Yes.

MAYOR MASTERS: -- what cities that you've looked at or what cities can you tell us are best practices in the City's Clerk Office?

FRED SEAMON: Some of the -- some of the cities -- some of your peer cities.

MAYOR MASTERS: Okay.

FRED SEAMON: In comparison. Yeah.

MAYOR MASTERS: Were found to be best practices?

FRED SEAMON: Uh-huh. Yes. Uh-huh.

MAYOR MASTERS: Okay. Let me ask you a couple of questions. The cities that were best practices and other cities that -- that you've dealt with, is it unusual for the best practices not to receive a five? None of the individuals interviewed rated Customer Service a five. So are -- can we assume that the best practices got a five?

FRED SEAMON: Yeah. They -- they tend to be high up on -- on the Customer Service scale, yeah.

MAYOR MASTERS: Okay. So on the average --

FRED SEAMON: Uh-huh.

MAYOR MASTERS: -- would -- would you say that's pretty ordinary? That --

FRED SEAMON: Yeah. I -- I'd say -- I would say on average it's pretty ordinary, yes.

MAYOR MASTERS: Okay. How long did you, sir, conduct -- how long did you analyze and -- City Clerk's Office?

FRED SEAMON: Over a period of two or three months.

MAYOR MASTERS: Two or three months?

FRED SEAMON: Yes. Uh-huh.

MAYOR MASTERS: Okay. And how many interviews did you have with customers during that two- or three-month period?

FRED SEAMON: Approximately 12 to 15.

MAYOR MASTERS: Twelve to 15. Okay. I also noted that -- I read something about the phones.

FRED SEAMON: Yes. Uh-huh.

MAYOR MASTERS: Requests for information made by phone --

FRED SEAMON: Yes.

MAYOR MASTERS: -- were not always handled properly. How did you know that?

FRED SEAMON: How -- how did I know that?

MAYOR MASTERS: Yeah. You listened or they told you?

FRED SEAMON: I had my -- I -- I -- I had my staff making phone calls.

MAYOR MASTERS: Okay.

FRED SEAMON: Yeah.

MAYOR MASTERS: And also I'm sure that you had -- that you interviewed the City Clerk, right?

FRED SEAMON: Did I --

MAYOR MASTERS: You interviewed the City Clerks?

FRED SEAMON: Oh, yeah, absolutely. Yeah. Sure.

MAYOR MASTERS: And got recommendations from the City Clerk?

FRED SEAMON: Yes. Uh-huh. Uh-huh.

MAYOR MASTERS: Did you also interview the staff to see --

FRED SEAMON: Yes. Yeah, staff was interviewed, also.

MAYOR MASTERS: Okay. I would be very -- I'm very interested to see what the recommendations would be from the City Clerk. Maybe this is not the appropriate time, but I'm -- I certainly would like to hear someone who's done it and who has the experience and expertise as you admit, has done an impeccable job, and I think in all fairness, I want to hear that at some point, whatever that time comes up. And I -- I imagine, Madam Manager, it's public record. How much were you paid?

FRED SEAMON: Slightly under \$25,000.

CITY MANAGER JONES: For both studies.

FRED SEAMON: Yes. For both studies.

MAYOR MASTERS: Say it one more time, please. I didn't hear you.

FRED SEAMON: Slightly under \$25,000 for both studies.

MAYOR MASTERS: Okay. Thank you.

CHAIRPERSON DAVIS: Any other questions? Okay. Continue, sir.

FRED SEAMON: Okay. Let me give a brief overview of the Code Enforcement Division. And again, one of the commendations was that it be commended for continuing to offer a Lien-Amnesty Program. And I understand it's not working as well as it could or folks would like, but I think they ought to be commended for that. The other thing that was very clear is that Code Enforcement is extremely critical for this city. Very, very critical. It's tied into stabilizing neighborhoods. It's tied into what you all want to do in terms of economic development. So it's a very, very critical, essential City government function.

One of the things that we found is that Code is slightly overstaffed in comparison to some peers but slightly understaffed by virtue of the way they do the work. And we'll talk some more about what -- what that looks like. And then the other very common perception about Code Enforcement is that enforcement efforts have been all across the board over the years. All across the board. There's a perception out there that Code Enforcement is applied differently, dependent upon what neighborhoods you live in, what side of town you're on and how much access that you have to City Council. And all of those opinions and perceptions were shared relative to Code Enforcement.

And also in looking at Code Enforcement, you -- you have to have strong and enforceable codes. You have to have even-handed political and management support. You've gotta have the authority to take action. You have to have a fair amount of coordination within the City. And the extent or degree to which all of this occurs on a consistent basis is questionable, to be perfectly honest with you.

Overall, Code Enforcement was viewed by most of the individuals that we interviewed as an opportunity for significant improvement, particularly in terms of information access and enforcement processes and practices. And this was a rather consistent theme throughout the assessment process. In talking with staff they seemed to be knowledgeable about Code Enforcement but to some extent they are operating with one hand tied behind their back. And this has to do with technology and software and the tools that they've got to do the job with. I was told by one staff person that they're using some software that they were using when she -- when this staff person started almost 20 years ago. So there's some --

COUNCILPERSON THOMAS: (Inaudible) figure that person out.

MAYOR MASTERS: (Inaudible).

FRED SEAMON: -- again, some opportunities to -- to do some things different.

COUNCILPERSON THOMAS: Can't figure that one out, though.

FRED SEAMON: And then operations efficiency and effectiveness is severely impacted by outdated technology and software. And just the overall use of technology. You know, there's some places around the country where a code enforcement officer can do much of what he has to do on a laptop, sitting at his desk. That's not necessarily the case here.

CHAIRPERSON DAVIS: Huh.

FRED SEAMON: Again, it's a labor-intensive, paper-intensive kind of process. One of the things that we think need to happen is there needs to be a -- some consensus about what the City's Code Enforcement strategy is. Is it zero tolerance, slightly zero tolerance or something else? And one of the recommendations we felt like was important to make, we know Code has moved from one department to the police department. We think it ought to stay there. We -- we see Code Enforcement as a serious public safety issue and -- and it should definitely remain in the -- in -- in the police department.

The lack of technology and up-to-date tools. Again, upgrade the technology and tools and software. I mean, and -- and to me, that's a no-brainer. That just has to happen. And -- and that has a ripple effect throughout city government. You know, it not only affects Code Enforcement but it -- it impacts those departments that Code Enforcement has to do business with, that the Clerk's Office has to do business with. And -- and it just impacts the overall efficiency and effectiveness of this entire -- of this entire organization. We talk also about customer service and customer interactions and, again, the need to conduct the training needs assessment that's focused on customer service.

And then lack of access to information. I don't know if you've had the opportunity to go on your -- on the City's website and try to get some information on Code Enforcement. And if you have not, I would encourage you to do so. Because if you go to Code Enforcement, you're only going to find one page. And that has information about the Special Master. And it -- but if you go to Public Safety, you can find more information about Code Enforcement under Public Safety. But if I'm an average citizen and I'm -- I'm trying to get a form or something else about Code Enforcement, my natural inclination would be to go to Code Enforcement unless I knew that Code Enforcement was under the police department. So there's some opportunities to significantly improve customer access to information.

And again, limited use of key performance indicators and measures. And we recommend several in the report that we submitted to you. They're just virtually nonexistent. And -- and those key performance indicators and measures can be used to shape job descriptions. They can be used to shape performance evaluations. They can provide you information about accountability and -- and productivity and some other kinds of things and give you a body of evidence and information that will enable you to make the kinds of decisions that you have to make as an elected body. And I think that was it.

MAYOR MASTERS: Madam Chair?

CHAIRPERSON DAVIS: Mayor Masters.

MAYOR MASTERS: Thank you. This is for the Manager. Madam Manager, with the department head, director for each department, police department being the chief and

the City Clerk's Office being City Clerk Ward, were each of those two individuals given an opportunity to give you from their perspective what could or what should be done as to their departments before we brought someone else in to tell us what we ought to be doing?

CITY MANAGER JONES: No. They have been -- we had been -- we had talked about the need for the technology and getting that done. But to me the order of things is you assess it, you develop an action plan. You implement that action plan and then you evaluate the effectiveness of that action plan. And so this is the first step of the assessment. Each one of the respective departments will be asked to develop an action plan based on the recommendations here. And then whatever we need to do to implement that action plan, and then you've got to go back and evaluate whether there's some other things that need to be done or tweaked or changed. And that's just a basic management protocol.

MAYOR MASTERS: I understand. I understand that's how you're doing it and would like to do it. Second question is did you hear anything tonight in either of these reports that's foreign to you, that you didn't know?

CITY MANAGER JONES: Not that I didn't know. I didn't know the degree.

MAYOR MASTERS: Thank you.

COUNCILPERSON THOMAS: Madam Chair?

CHAIRPERSON DAVIS: Mr. Thomas?

COUNCILPERSON THOMAS: Yes. I have a couple of questions on -- in regards to Code Enforcement. The actual -- the actual -- the actual original request for a staff assistant in the Code Enforcement Department wasn't granted. Why not?

CITY MANAGER JONES: We kind of moved into the next -- talking about the budget but --

COUNCILPERSON THOMAS: Well, I'm actually saying that for --

CITY MANAGER JONES: -- we did do the Code position.

COUNCILPERSON THOMAS: Right.

CITY MANAGER JONES: So that --

COUNCILPERSON THOMAS: I'm -- I'm -- I'm actually getting, you know --

CITY MANAGER JONES: Yeah.

COUNCILPERSON THOMAS: -- I was asking about that because the Rental Reinspection Plan that the police department was trying to roll out, I think is essential. I

personally had a situation in my neighborhood that the individuals rented a place and just pretty much took over the whole entire neighborhood. And it was through some special efforts that that situation seemed to be eradicated. Well, it's not seemed to be eradicated. The police and Code Enforcement did an excellent job and those people are no longer living there because they were able to get to the -- the -- the owner of the -- the property. And the owner of the property was able to say, Hey, look, you're not going to have that activity. The police had to come out here. They had to serve a search warrant, whatever. And you're not going to live in my place like that. So she evicted the individuals. But -- and that was good. Neighborhood is much better now. I -- I -- I enjoy your quality of life that -- that I like enjoying. But that needs to be duplicated, you know, across this city. And that Rental Reinspection Plan, it's no secret, especially in Mr. Guyton's district. I mean, I think it's over 40 percent of the homes in that area are -- are rental properties. So that is important. And the board said that that was important not long ago, about making sure that these people are not becoming -- not just slum landlords but not creating an infrastructure for, you know, illegal behavior. That position will help to run the process of making sure that those rental reinspections go.

It's no -- in my opinion, it was no different from when we said, Listen, I went into an office and they didn't have their occupational tax receipts up. We were able to -- to get in there and find out that we were losing a lot of revenue and we, you know, created, you know, positions to help get that going. I don't see why we should deviate from that in terms of Code Enforcement in that Rental Reinspection Program. I did hear that -- the gentleman said quite a few things. It may appear that it's selective enforcement sometime. It -- it may -- it may appear that way. I would hope that that's not happening but it -- it just might, you know, appear that way. So we do need better technology to allow people to know what is a code enforcement violation, something that they can monitor. You know, I think that the days of people thinking that the -- the City Council can just reverse whatever decision that it is for your code enforcement issues or if you come to the -- to -- to the City Council, that that would be remedied; I -- I just really don't want that. If you -- if you go ahead and streamline the process and let the Code Enforcement Department handle that, it doesn't have to be a political situation. So those are a couple of things that I definitely want to revisit when we do the budget if that's -- if you're saying it. But we were in -- talking about Code Enforcement so I just thought to bring --

CITY MANAGER JONES: Yeah.

COUNCILPERSON THOMAS: -- 'em up now.

CITY MANAGER JONES: And Councilman Thomas, I do agree. But one of the things that we need to guard against and that is just adding positions. If we effectively use the technology, you may be able to make it with the people that you got. And so you don't want to -- particularly in permanent positions, you don't want to increase permanent positions. Like we did with the business tax receipts, we just hired some part-time people that followed through on it and continue to follow through on it. So with the use of technology and with a complete strategy, you may be able to get by either with part-

time people to relieve your Code people and so you want to look at it in a -- as a total picture and so that's a part of the action plan.

COUNCILPERSON THOMAS: Well, definitely. I -- I understand. And if that's what's needed, that's fine. But at this point as I understand it that there's no clerical support for the Code Enforcement Department, and they've just been trying to, you know, make things go. So, I mean, we do need to revisit it. I don't know how things are getting in and out of, you know, the budget or whatever. But we need to definitely make sure that we're just not saying, Okay. Well, we're saying that this is a priority so since this is a priority, you know, just cut whatever; you know, you think it's fine. No. We need to take a systematic approach to make sure that we're not creating a hole in another area. So we -- we -- we still do need to look at that. And if you think that maybe part-timers or whatever could fill -- that's fine. But it -- it's -- it's a void that needs to be looked at. That's --

CHAIRPERSON DAVIS: Any other questions?

COUNCILPERSON THOMAS: -- it.

CHAIRPERSON DAVIS: Any -- any other questions?

COUNCILPERSON GUYTON: Just one question to the consultant and --

FRED SEAMON: Yes.

CHAIRPERSON DAVIS: Mr. Guyton.

COUNCILPERSON GUYTON: -- and I -- I guess if we're done with him, he's been on his feet awhile. One of the common threads that was in your assessment and I would venture to say that it's applicable to other departments, too, are the performance indicators.

FRED SEAMON: Yes.

COUNCILPERSON GUYTON: And that is something that --

CHAIRPERSON DAVIS: It's been lacking a long time.

COUNCILPERSON GUYTON: -- can determine our level of effectiveness and our service level.

FRED SEAMON: Yes.

COUNCILPERSON GUYTON: Are -- are there different methodologies that can be applied or how would one go about -- from your assessment of Riviera Beach --

FRED SEAMON: Uh-huh.

COUNCILPERSON GUYTON: -- developing and implementing those performance indicators?

FRED SEAMON: Yeah. No. There -- there are different approaches to developing KPIs or key performance indicators. But quite -- quite frankly, I think that's something that your -- your city manager and deputy manager, they -- they've got the wherewithal to, you know, pull all of that together.

COUNCILPERSON GUYTON: Okay.

FRED SEAMON: But I -- I do think it's important for the entire organization.

COUNCILPERSON GUYTON: Yeah.

FRED SEAMON: And that's all of city government to have KPIs.

COUNCILPERSON GUYTON: Yes.

FRED SEAMON: That's just a common practice.

COUNCILPERSON GUYTON: Okay. That's all I have.

CHAIRPERSON DAVIS: Okay. If there are no other questions, I just have a comment about -- I'm done with -- you can -- you can have a seat.

COUNCILPERSON GUYTON: Thank you very much, though.

FRED SEAMON: Oh, okay. All right. Thank you all very much.

COUNCILPERSON GUYTON: Job well done.

COUNCILPERSON THOMAS: I think it was an excellent job.

CHAIRPERSON DAVIS: I just have comments to make about -- I'm not sure what all the rental reinspection involves. But the foreclosure registry, does that -- I mean, is that -- would that help in that area?

CITY MANAGER JONES: They're really very different areas. Your rental reinspection, if you -- of course you know the way our current rules and regulations are written --

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: -- and a lot of the pressure and onus is back on the landlord, not on the tenants.

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: That it's -- it's -- it's different. They're two totally different strategies.

CHAIRPERSON DAVIS: Okay.

CITY MANAGER JONES: To try to help you as it relates to making the neighborhood safer and economic development.

CHAIRPERSON DAVIS: Okay. So it's -- okay. All right. So that's the end of the MGT presentation, the assessment. So we're going to go on to the budget part.

V. FISCAL YEAR BUDGET DISCUSSION

A. Budget Workshop with the City Council to discuss the FY2014/2015 Tentative Budget.

CITY MANAGER JONES: What you have before you is the tentative budget for 2015. We've talked to you in some other situations and other budget workshops, so as we heard things we tried to plug them into this particular budget. And that's what we want to do tonight, to hear from you things that you feel need to be there that may not be there so that in September when you get the final budget --

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: -- we have incorporated as much of that as we possibly can.

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: And so as a result of that, we'll go through --

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: -- the projected revenue, the projected expenditures, recommended organizational changes so that we'll be able to give you, in September, a budget that has the things in it that you would like to see.

CHAIRPERSON DAVIS: Yeah. I understand. We're going to start off by looking at the organizational chart. But I'm just going to put out there for consideration by you -- you guys, one of the things I heard from the -- you know, in the comments from the assessment is lack of technology. And we all know that technology is very, very expensive. We dumped a pile of money into it at one time and it's still not where it's -- where it needs to be. But if we had a -- a programmer who could write some of the programs that we possibly could use, you know, I think that -- I don't know how long it would take, but a very good programmer might be able to do something.

CHAIR PRO TEM PARDO: Yeah. Madam Chair?

CHAIRPERSON DAVIS: Yes, Miss Pardo?

CHAIR PRO TEM PARDO: Okay. You know, remember, you know, I worked for a -- a hedge fund for a long time.

CHAIRPERSON DAVIS: Uh-huh.

CHAIR PRO TEM PARDO: And because of the incredible technology we had, we were very successful in trading.

CHAIRPERSON DAVIS: Uh-huh.

CHAIR PRO TEM PARDO: And we found -- and remember, this was a small company; we had 50, 75 employees. But we probably had 40 -- 40 of those employees were technologists.

CHAIRPERSON DAVIS: Right.

CHAIR PRO TEM PARDO: And it is always easier to go out -- this is just my feeling -- to go out and hire a couple of consultants to write this. Find a really good firm who have --

CHAIRPERSON DAVIS: Yeah. (Inaudible).

CHAIR PRO TEM PARDO: -- right. Who have -- right. Who have the -- the people in place to do this.

CHAIRPERSON DAVIS: Yeah.

CITY MANAGER JONES: Uh-huh.

CHAIR PRO TEM PARDO: Because one person --

CHAIRPERSON DAVIS: Yeah. Take forever.

CHAIR PRO TEM PARDO: -- they'll be here for years just trying to bring one department up to where it should be.

CHAIRPERSON DAVIS: Right. Right.

CHAIR PRO TEM PARDO: But if you can -- you know, you go out -- and there are a lot -- we're going to the League of Cities in a couple of weeks.

CHAIRPERSON DAVIS: Right. Right. Yeah. And -- and I -- I'm not suggesting that it had -- it had to be somebody here but I think, you know, some programmers to write programs, you know?

CHAIR PRO TEM PARDO: Correct.

CHAIRPERSON DAVIS: Is -- is something we definitely need so --

CHAIR PRO TEM PARDO: Right.

CHAIRPERSON DAVIS: Okay.

CITY MANAGER JONES: And -- and we were, in this year's budget, able to hire a data administrator. And --

CHAIRPERSON DAVIS: And what -- what -- what does a data administrator do?

CITY MANAGER JONES: Some of the same -- some of the same things.

CHAIRPERSON DAVIS: Instead of sitting there and put data --

CITY MANAGER JONES: I'm trying to get all of these pieces of --

CHAIRPERSON DAVIS: -- (inaudible).

CITY MANAGER JONES: -- data from different departments to make sure that this works with this and talks to this and -- and you --

CHAIRPERSON DAVIS: Okay. So --

CITY MANAGER JONES: -- it's kind of --

CHAIRPERSON DAVIS: -- that's a little more than a --

CITY MANAGER JONES: -- yeah. Yeah.

CHAIRPERSON DAVIS: Okay. I'm thinking you're talking about just somebody -- a data --

COUNCILPERSON THOMAS: But --

CITY MANAGER JONES: No, not just a data entry. You're talking about an administrator that could --

COUNCILPERSON THOMAS: -- but before we go to the organizational chart, if we don't have a platform that all of that works --

CHAIRPERSON DAVIS: We have -- right.

COUNCILPERSON THOMAS: -- how is the data -- how -- how is that -- have -- I mean, by your --

CITY MANAGER JONES: All of that is --

UNIDENTIFIED SPEAKER: (Inaudible).

CHAIRPERSON DAVIS: Oh.

COUNCILPERSON THOMAS: -- your own assessment, you know, we gotta be careful about hiring these positions. I mean, having a data person if it's no platform to tie it all together, why are we doing that?

CHAIRPERSON DAVIS: To support it, right.

COUNCILPERSON THOMAS: Why don't we take that money and get the platform?

CITY MANAGER JONES: You have a good backbone platform. We've -- with our servers and the work that we've done, I mean, we are so far ahead of where we were two years ago.

CHAIR PRO TEM PARDO: But we're still behind.

CITY MANAGER JONES: When it comes to that capacity.

CHAIRPERSON DAVIS: Right.

CITY MANAGER JONES: And so it's just making sure that the individual programs do what they need to do, not necessarily always your -- your backbone and your storage.

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: 'Cause we -- we've done -- Mr. Guy's done an excellent job in -- in seeing what, you know -- virtualization and all of that --

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: -- other, that we have the backbone. But now you've got to make sure that your programs talk to one another. Police, for example --

CHAIRPERSON DAVIS: So --

CITY MANAGER JONES: -- I mean, they're realizing now that the systems they have doesn't encompass everything that they need for it to do.

UNIDENTIFIED SPEAKER: Right.

CITY MANAGER JONES: And so as a part of this we'll know what other systems are out there.

CHAIRPERSON DAVIS: So would it be more --

CITY MANAGER JONES: So the --

CHAIRPERSON DAVIS: -- feasible for -- I mean, we've got a backbone, yeah. But is it -- is it going to be more expensive to figure all of that out rather than to get just a whole new system? I mean, you know, I -- I -- I use PeopleSoft as an example. You know, we hated it but it works fantastically, you know, when we finally got used to it. But I'm -- I'm just asking.

CITY MANAGER JONES: And that's what your technology master plan and working with the respective departments would come up with.

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: I will tell you that as a part of our unfunded infrastructure wish list --

CHAIRPERSON DAVIS: Uh-huh. Uh-huh.

CITY MANAGER JONES: You remember technology was on that.

CHAIRPERSON DAVIS: Yeah.

CITY MANAGER JONES: Because when you start talking technology and what you need --

CHAIRPERSON DAVIS: It changes everything.

CITY MANAGER JONES: -- you are in the millions of dollars. And now that things are seeming like they're progressively getting better for us, if we know the plan, then we can fund the plan to get to where we need to be.

COUNCILPERSON THOMAS: Well, who -- who's working on that? Who is the -- who's working on that? Who's working --

CITY MANAGER JONES: Well, there's an internal group with a representative from all the major --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

CITY MANAGER JONES: -- departments that are a part of that.

COUNCILPERSON THOMAS: But what -- who do we have that is versed in this field? Who do we have that's working with our internal group to know what's the --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: If --

COUNCILPERSON THOMAS: -- I mean, you -- you can wait six weeks and it'll be outdated, whatever you get.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: So who do we have that's keeping up real time with this that -- who -- who do we have? What -- what system do we have to do that?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: If -- if I may?

CITY MANAGER JONES: You want to --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. Randy Sherman, Director of Finance and Administrative Services. The City, as -- as the manager has said, the City is in the process of hiring a firm to come in and assist us with putting together the master plan. And I -- I believe it was actually last year Councilman Thomas who said the City doesn't have a -- a plan. Right? And we really don't. We -- we've been throwing money at things.

COUNCILPERSON THOMAS: Yeah, I said that. Yes.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: We've been keeping things going, keeping things running. We've been, you know, chugging along. But we really don't have a plan. We have over 50 different software packages that are good in some instances but as you just heard about Code, it's running on DOS. If they put that some on --

COUNCILPERSON THOMAS: On what?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: On DOS.

CHAIR PRO TEM PARDO: DOS.

COUNCILPERSON THOMAS: That was, like, 1980.

CHAIRPERSON DAVIS: Yeah.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: It's a flashback to the '80s.

CHAIR PRO TEM PARDO: Right. And they still have floppy disks.

COUNCILPERSON THOMAS: I mean, gee whiz. I mean, really?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Well, I mean -- I mean, if they -- they put it on my system and I was like, I -- if I have to let go of the mouse I'm not quite sure what I need to do here. So I mean, but that's -- that's what we're operating under.

COUNCILPERSON THOMAS: I appreciate it, Mr. -- Mr. Sherman.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- so -- but we will be bringing --

COUNCILPERSON THOMAS: Thank you. I -- I appreciate it. I'm thoroughly embarrassed right now. I -- I --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No, but we'll be bringing --

COUNCILPERSON THOMAS: Yeah.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- hopefully a contract to you in the next, you know, meeting or two. And then from there we'll develop the master plan and it may be -- they -- they may be literally --

CHAIR PRO TEM PARDO: What kind of contract?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- come in and say, you know, It's time to trash what you have and get a -- a bigger legacy system that -- that can include Code, that can include police and it can include all these things. Right now the package you have, it's good for HR. It's good for Finance. But again, it doesn't have everything.

COUNCILPERSON THOMAS: Right.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: So what happens is, is everybody goes out and they buy their own --

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- little systems.

MAYOR MASTERS: Right.

COUNCILPERSON THOMAS: I -- I -- I got it. I got it.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: So -- so what we did last year is we -- we put in for the database administrator to help us pull the information out. And what we found is a lot of the information --

COUNCILPERSON THOMAS: Mr. Sherman, thank --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- is in there.

COUNCILPERSON THOMAS: -- thank you. I -- I got it.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

COUNCILPERSON THOMAS: You -- you lost me at DOS.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: All right.

COUNCILPERSON THOMAS: I do remember that, like, in the fifth or sixth grade.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

CHAIRPERSON DAVIS: But you know, we -- we -- we -- we put out a lot of money, what, about five or six years ago?

COUNCILPERSON THOMAS: Yeah. And we got nothing.

CHAIRPERSON DAVIS: Thinking that we -- the system was going to do everything --

COUNCILPERSON THOMAS: Well --

CHAIRPERSON DAVIS: -- and, you know --

COUNCILPERSON THOMAS: -- yeah. It was \$294,000, the PSD. I --

CHAIRPERSON DAVIS: -- we (inaudible) when you go forward with it, you know --

COUNCILPERSON THOMAS: -- I remember.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

CHAIRPERSON DAVIS: -- that --

COUNCILPERSON THOMAS: And -- and that's why I've lost real trust. I'm sorry, Madam Chair. I -- I'm -- I'm sorry. I was actually talking about what you were saying but you --

CHAIRPERSON DAVIS: Go ahead.

COUNCILPERSON THOMAS: -- had started talking. I apologize.

CHAIRPERSON DAVIS: Uh-huh. Go ahead.

COUNCILPERSON THOMAS: I -- that's why I really lost real trust, because we as a board said, Fine. Let's do this. We put out \$294,000 on one work order.

CHAIRPERSON DAVIS: Uh-huh.

COUNCILPERSON THOMAS: And we've gotten nothing. I mean, zero, zilch, nothing. And we continue to buy programs. It's no universal thing. So don't just bring a contract back to -- to me and say, This is going to fix this, 'cause I heard that three or four years ago when we put out a lot of money and absolutely got nothing.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: But I don't want to get off on a -- a tangent.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

COUNCILPERSON THOMAS: We're going to -- we're going to the -- to the oral chart. But I -- I got a question.

COUNCILPERSON GUYTON: Oral chart again?

COUNCILPERSON THOMAS: I'm the -- I said oral chart again, didn't I? Okay. We're going to the organizational chart. I'm going to go see my dentist. Listen, the -- well, I -- I really would like to know, Miss Jones, and I'm trying to ask this as respectfully and humbly as -- as I can. Why did we do this? Why did we combine these departments? What was the purpose of that? What -- what's the -- what was the purpose of that?

CITY MANAGER JONES: When you look at organizational structure, it is very uncommon now -- because most organizations in -- began to flatten their organizations with the number of department heads that they had. I mean, it's -- it's not -- it's not a modern-day structure that you have 15, 16, 17 department heads in an organization of this size with 400 employees. You have about as many Indian -- chiefs as you had Indians. And so the only change that was made from the previous organizational structure was to just try to put all of the administrative services that work together, that same software kinds of things, so that you would have an administrative division and not respective separate department heads.

COUNCILPERSON THOMAS: Well, all of these people who are now department heads are just going to become department managers, correct?

CITY MANAGER JONES: As vacancies occur.

COUNCILPERSON THOMAS: I'm sorry?

CITY MANAGER JONES: Like HR. You don't adjust it while the person is in the position.

COUNCILPERSON THOMAS: So how does it benefit you?

CITY MANAGER JONES: How does it benefit you?

COUNCILPERSON THOMAS: Right.

CITY MANAGER JONES: You are able to go out, get the skill sets that you -- that you want. You -- it's -- it's just merely a change in the -- from a manager to -- from a director to a manager.

COUNCILPERSON THOMAS: And what would be the difference?

CITY MANAGER JONES: The difference would be also people would now be going back to the starting salaries of that range versus where people are that are leaving right now so that you --

COUNCILPERSON THOMAS: But you can do that anyway as a -- when -- if you hired a new department head, you could still start them at the -- the entry-level salary of a department head.

CITY MANAGER JONES: You can start them at the entry level but here you've got -- you would be adding four additional department heads in an organization that only has 400 employees.

COUNCILPERSON THOMAS: I get it. So what makes the -- what makes the Finance and Administrative Services Director the person to oversee all these departments? What -- what makes -- why -- why select that person? Because I -- I gotta be honest with you. To me -- and this is no slight to Mr. Sherman. Mr. Sherman, do you mind just having a seat for a second so you don't think I'm talking directly to you? I don't -- I don't want you to feel offended at all. Thank you, sir. I appreciate you. But that -- that essentially, I think, gives too much control to one individual. So say, for instance, case in point -- I know this is not happening with Mr. Sherman. But this could happen where Human Resources, Purchasing or Information Technology may say, Well, listen. This is what I think that we need, you know, for our budget. And instead of it being a collective conversation for an accurate depiction of what the City actually needs, Mr. Sherman can say, Well, I'm -- I'm the director so I'm cutting that out. Never mind. I don't want the City Council to even hear that. Don't even let the Manager hear that, by the way. I just think that that doesn't allow for total transparency, you know, in coming to this.

Because let's just take this for a minute. We were talking about the situation with -- with one of our bids a few weeks ago. Maybe a month ago or something. I mean, we had to go through three different people to find out who actually, you know, sat there. When before, if it was a bid -- oh, no. Mr. -- Mr. -- Mr. Guy --

CHAIR PRO TEM PARDO: Ben Guy.

COUNCILPERSON THOMAS: -- what's -- what's the problem, sir? You know, you overpurchasing. You know, what's going on? I just don't -- and it's just base -- this just may be me and let me -- you know, let me say that. It just may be me. But I don't -- I don't think that we should do that. Now, if you're telling me, Okay. I'm interrupting this because this is -- this is not what it is. It's not the issue, if you're going to make them managers, to me all you did was give them a different title and put them up under a Finance Director who I thought that's what we were really hiring them, and say, Okay. Now, whatever you've been working on for the past 10, 15, 20 years, whatever the plan or succession plan has been for you, now let that person now rearrange that or come in with whatever plan that individual may have. So I tried to say individual so I don't say Mr. Sherman and I don't want him to think I'm -- I'm -- I'm picking on him. But that's a problem when you put that many departments, in my estimation, it -- at -- when you put that many departments under one individual. I mean, did they have a chance to talk to Mr. Sherman and -- and tell him what their goals and visions, you know, have been or -- or what to do or -- I -- I just don't think that that's -- that's accurate. I don't think it's fair to do the Mr. -- to Mr., you know -- to Mr. Sherman, either, you know? So that's what I'm trying to make sure that is this totally necessary to -- to do it this way?

CITY MANAGER JONES: Councilman Thomas, this organizational structure was presented to Council over three years ago. And that's when the Leisure Services Library situation was changed. And at that time that was the only thing that Council said

they didn't think that belonged in that particular spot. If you're -- so it's not an uncommon structure in government. Your -- all of the programs that you see, your Finance, your HR, they're all in the same program as Administrative Services. I mean, it -- it -- it's not uncommon. It's not foreign. If you would like them to be, I have no problems with it. It was just --

COUNCILPERSON THOMAS: Who do you hold accountable if -- if something --

CITY MANAGER JONES: Mr. --

COUNCILPERSON THOMAS: -- if something in Purchasing goes wrong, is it Mr. Guy or is it Mr. Sherman?

CITY MANAGER JONES: Both.

COUNCILPERSON THOMAS: So why would it be Mr. Guy?

CITY MANAGER JONES: Because I meet with Mr. Guy.

COUNCILPERSON THOMAS: Uh-huh.

CITY MANAGER JONES: We talk about what's going on.

COUNCILPERSON THOMAS: Uh-huh.

CITY MANAGER JONES: If the work to be done is under the auspices of Mr. Guy, he is the first person held responsible.

COUNCILPERSON THOMAS: But he doesn't have total autonomy of his department if he reports to Mr. Sherman.

CITY MANAGER JONES: On the day-to-day operations he does. He determines what hits the street, the review committees, who's on them. For the day-to-day operation --

COUNCILPERSON THOMAS: So can Mr. Sherman override what Mr. Guy does?

CITY MANAGER JONES: He probably could.

COUNCILPERSON THOMAS: So then my question will remain, why is it that Mr. Guy or whoever is -- let's pick somebody else. Why is it that Miss Cobb would have to be responsible for what goes on if Mr. Sherman is in charge of that department. That is what I don't understand. You -- they're still responsible but they don't really have the full autonomy, you know, of running the department.

CITY MANAGER JONES: So when you say don't have full --

COUNCILPERSON THOMAS: Unless I'm wrong --

CITY MANAGER JONES: -- autonomy --

COUNCILPERSON THOMAS: If -- if -- if they don't report to you, then the authority goes to -- from them to Mr. Sherman, then to you, they really report to Mr. Sherman. And then Mr. Sherman reports to you. Is that not how this will be set up?

CITY MANAGER JONES: If there are issues -- you know, although the organizational structure is written the way it is, they determine -- they report to them as it relates to when they're taking leave, when they're doing other things. I still meet with Miss Perry. I still meet with Mr. Guy. What are your needs? Mr. Sherman is made aware.

COUNCILPERSON THOMAS: So who does Miss Perry report to right now today, as of today?

CITY MANAGER JONES: Mr. Sherman.

COUNCILPERSON THOMAS: Okay. But she's still the Human Resources Director?

CITY MANAGER JONES: And she still meets with me directly. If she's got labor issues, if she's got grievance issues, if she's got any of that, she still can bring those to me.

COUNCILPERSON THOMAS: That doesn't seem to be kind of confusing with your chain of command? And if -- if it's just me, sometimes I don't get it. Maybe it's just me. But you don't think that that's kind of, you know, confusing? I mean, if -- if -- let's say for budget. You -- you are -- you're dealing with a budget issue and you feel one way. Mr. Sherman feel one way. Well, the budget that gets to you is going to be whatever Mr. Sherman said, correct?

CITY MANAGER JONES: No. 'Cause we call the department heads in.

COUNCILPERSON THOMAS: So Miss Jones, why are you doing it this way? Why -- why --

CITY MANAGER JONES: They talk about their -- it's been that way for three years.

COUNCILPERSON THOMAS: Has it?

CITY MANAGER JONES: Yes.

COUNCILPERSON THOMAS: Okay. The organizational chart has been that way. But you clearly say that we have a Human Resources Director. If I got a question about an employment, I am never --

CHAIR PRO TEM PARDO: No.

COUNCILPERSON THOMAS: I'm -- I'm -- hold on. Hold on one second.

CITY MANAGER JONES: You're still going to Miss Perry.

COUNCILPERSON THOMAS: I am never, ever in life, going to Mr. Sherman.

CITY MANAGER JONES: You're going to the HR Director.

COUNCILPERSON THOMAS: I'm going directly to -- to --

CITY MANAGER JONES: You're going to the HR Director.

CHAIR PRO TEM PARDO: (Inaudible) give up the Carrie Ward thing last week?

COUNCILPERSON THOMAS: So -- so that -- that -- that is -- that is an issue. That -- that's an issue to me. That -- that is a real issue. And you know what, Miss Pardo? That is a very good question --

CHAIR PRO TEM PARDO: Right.

COUNCILPERSON THOMAS: -- that she just brought up. So I think that it's confusing like this. It may be because we have department heads that are in a DROP or retiring and everything, that it's becoming more potent right now. But I think that we're -- we're headed down a slippery slope. I don't see the reason to do it. You're basically saying, Well, you can report to Mr. Sherman and me. You know? So you -- you're then setting up Mr. Sherman for a problem because I'm going to say, Okay, Mr. Sherman. I'm -- I'm glad you said that but I'm going to Miss Jones now. You know, so why put 'em up under him if you're saying you don't have to report to him. You can report to the both of us.

CITY MANAGER JONES: They -- it's not report to me. It is every -- different departments have different areas of responsibility that -- firsthand I need to have information about. I don't need filtered. I don't need nothing subtracted from it or taken -- or added to it. I need to hear directly from that manager that is running that department. In any organization, the top person has the right to go to any department head in that organization no matter what the structure is.

COUNCILPERSON THOMAS: Right. That's going down. But what about going up?

CITY MANAGER JONES: It was made real clear to Mr. Sherman that I would still be talking and meeting with these individuals 'cause they perform key functions that I don't need to have filtered.

COUNCILPERSON THOMAS: Okay. Well, let me ask you this. Can they do a budget for their department? Can Mr. Sherman override that budget?

CITY MANAGER JONES: Yeah. He could.

COUNCILPERSON THOMAS: So can you tell me --

CITY MANAGER JONES: Now, whether -- I don't know if he does but he could.

COUNCILPERSON THOMAS: Oh, I'm pretty sure he does.

CITY MANAGER JONES: Yeah, okay.

COUNCILPERSON THOMAS: I mean, you know, so -- but how is that -- how is that fair to the department head? They're not department heads. They're department stand-ins. I mean --

CITY MANAGER JONES: (Inaudible).

COUNCILPERSON THOMAS: -- that's all they pretty much are. If they're used to providing a budget -- I trust when I look at a department -- when I look at an agenda, if their signature is not on that -- if their signature is not on that -- that -- that item, I'm wondering why. I'm wondering what's going on. I want to go to them. I want to find out what's happening. I don't want to hear, Well, wait a minute. Mr. Sherman might not want me to discuss this or -- or talk about this issue or whatever. I just think that that is an issue. I think that that is a real issue. I -- I've -- I've spoke on it enough so I'm gonna -- I'm gonna leave it alone. The Chair has been very patient with me.

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON THOMAS: I'm just -- I'm just saying that -- that is a problem, Miss Jones, and I don't think that this discussion has cleared it up. I may be the only one that think it's an issue but I don't think this discussion's cleared it up. Thank you, Madam Chair.

MAYOR MASTERS: Madam Chair?

CHAIRPERSON DAVIS: Mr. Mayor?

MAYOR MASTERS: Thank you. I want to use a cliché that we probably used in the ecclesiastical [sic] arena. To the manager, bless your heart. I -- I know that this can be very challenging to do things that -- what you're doing is -- is trying to make it better for all of us and then you do it and then -- and then sometimes when it comes back it's -- it's get -- it's not what -- exactly what we want. And I know sometimes that can be very challenging. But I know you're doing what you feel in your heart and in your spirit. But maybe it works -- it has worked in other parts of the country. But maybe just this is not workable here. And I get -- and I understand that very well.

I think Mr. Thomas did a very good job in bringing out how -- what some of the difficulties or challenges may be within our system of -- of government. When Mr. Sherman -- this is for the Manager, Madam Chair. When Mr. Sherman was hired as the Finance Director, was he told or given any kind of -- did he have knowledge that his job description -- description would change to this extent?

CITY MANAGER JONES: The job description for the Director of Finance and Administration was brought for approval by this body --

CHAIRPERSON DAVIS: Quite some time ago.

CITY MANAGER JONES: -- and was approved. The advertisement was from that job description. So he knew when he came in almost two years ago that this was the organizational structure.

MAYOR MASTERS: And that he would be responsible for all these different departments under his control?

CITY MANAGER JONES: Yes, sir.

MAYOR MASTERS: Okay. Now, you also have one assistant or two?

CITY MANAGER JONES: Currently now there is a deputy. There's a reclassification of the Economic Development position so that that individual can do more things. So in that case, there is an assistant to, not an assistant. So you could say there are two individuals.

MAYOR MASTERS: Are they on the same level that Mr. Sherman's on or are they higher? They're higher? Are they -- do they have the same authority?

CITY MANAGER JONES: Miss -- the deputy has ultimate higher authority.

MAYOR MASTERS: Okay. And is the deputy over departments, as well?

CITY MANAGER JONES: Yes.

MAYOR MASTERS: Various departments?

CITY MANAGER JONES: Yes.

MAYOR MASTERS: So you have a deputy that's over that's at a higher position, is over departments?

CITY MANAGER JONES: Yes.

MAYOR MASTERS: And then you have a manager like Mr. Sherman who's not as high as --

CITY MANAGER JONES: A deputy.

MAYOR MASTERS: -- the deputy that's over different departments?

CITY MANAGER JONES: That's over different divisions, yes.

MAYOR MASTERS: Okay. So two levels of authority. One's not as high as the other but they both have similar responsibilities?

CITY MANAGER JONES: One's (inaudible).

MAYOR MASTERS: Here's my issue with it. I understand that you think that he's the -- because he's the administrator, that he should be able to analyze, coordinate, direct, implement, execute or whatever the words may be. But does Mr. Sherman have the experience or whatever he needs in order to justly be in that position over all these departments, be it whatever, because I just think he would have to -- other than just being an administrator, have to have some knowledge of what's going on. Have some experience or some training or something. Can you help me with that?

CITY MANAGER JONES: We all need some basic knowledge of what roles and responsibilities different departments have. You will not ever find a leader in an organization that has done all of the things. They've worked with them. They understand what they do. They have worked closely with them historically. But they may not have worked in that particular area. For example, you cannot talk about benefits in HR and if you haven't been in -- in Finance to know about the side of funding it. There's some things that you don't have to have done it but you understand it enough to know how the -- all the pieces work together. So that's, you know, just an example of -- of doing that.

MAYOR MASTERS: I -- I understand.

CITY MANAGER JONES: Yeah.

MAYOR MASTERS: And my final question, Madam Chair, is --

CHAIR PRO TEM PARDO: (Inaudible) after --

MAYOR MASTERS: -- as you have said that this is something that is sort of the wave of the future or it's -- or the present, that this is being done in cities all across America, correct?

CITY MANAGER JONES: (No audible response).

MAYOR MASTERS: Correct?

CITY MANAGER JONES: It's a common structure, yes.

MAYOR MASTERS: Okay. Can you tell us what city or cities that that's being done that you have personal knowledge of that's about comparable to our size?

CITY MANAGER JONES: Oh, I can't tell you that's comparable to our size right now. I can't --

MAYOR MASTERS: Can you tell us any that's bigger than us that's being done? Is that being done in Atlanta where you come from?

CITY MANAGER JONES: Yes. Unfortunately. You see it in organizations but I can go and pick some organizational charts and --

MAYOR MASTERS: Okay.

CITY MANAGER JONES: -- I would have to know what the size of their populations are and their workforce in order to be able to say they're comparable to us.

MAYOR MASTERS: But we don't know whether it's being done in, like, Lake Worth or West Palm Beach, any of the cities in the county that we would just -- you know, like any of our sister cities? Do we have any --

CITY MANAGER JONES: Not right offhand I don't. I'm -- I -- I don't know what their structures are.

MAYOR MASTERS: So mainly the bigger -- the larger cities is what this has -- has --

CHAIR PRO TEM PARDO: (Inaudible).

MAYOR MASTERS: What is this

CITY MANAGER JONES: Well, it's the span of control of the number of people that you're supervising also helps with that.

MAYOR MASTERS: Okay.

CITY MANAGER JONES: And so it doesn't have to be some place large but we'll look and see. But it's --

MAYOR MASTERS: Okay.

CITY MANAGER JONES: -- it's not uncommon.

MAYOR MASTERS: Okay.

CITY MANAGER JONES: But you know, I am not wedded to any one particular strategy. I just know I presented this three years ago. Council accepted it three years ago and if there's a desire for a change, we can explore that.

MAYOR MASTERS: And it's been working -- it's been working for you for the last three years, is what you're saying?

CITY MANAGER JONES: For the last two years, yes.

MAYOR MASTERS: It's been working?

CITY MANAGER JONES: Yes.

MAYOR MASTERS: Thank you, Madam Chair. I just needed to know.

CHAIR PRO TEM PARDO: Madam Chair?

CHAIRPERSON DAVIS: Miss Pardo?

CHAIR PRO TEM PARDO: Okay. Two things I want to bring up. And this is with regards to purchasing and the Finance and Administrative Services executive. If you recall, we had an issue with Mr. Guy and with the -- with Mr. Sherman at our Utility meeting. Remember, we -- I think it was Mr. Thomas asked Mr. Guy to come up and walk us through the process for the --

CITY MANAGER JONES: (Inaudible).

CHAIR PRO TEM PARDO: Right? And Mr. Guy had no idea. He was not part of it. Now, you know, Mr. Sherman said, Well, it was in, you know, whatever.

CITY MANAGER JONES: (Inaudible).

CHAIR PRO TEM PARDO: Some -- right, some document that said that we allowed Mr. Sherman to go out and do this. But you know, and we all brought this issue up. We always relied on the Purchasing Department to go out for bid. But in that instance we had Mr. Sherman go out for bid. And now with him over Purchasing, are we going to start seeing that more often? You know, so that's something that we need to think about and you need to come back and tell us whether that -- whether or not that is going to happen or, you know, that was just a one-time deal, you know, for, you know, what -- well, know why.

And then the other thing is with HR. You weren't here at our last meeting and there was a big discussion about something that had happened at a council meeting and with the City Clerk. And the HR Department, all right -- Miss Perry couldn't tell us what happened. Mr. Sherman couldn't tell us what happened. You know, so if those two are supposed to be over HR, it was just interesting that no one knew. You know, no one had a letter. No one saw the letter. You know? So, you know, how effective is it to have all of these departments over, you know -- have one person over all of the departments when, in some instances, they claim they don't know what's happening in the department. And then in another instance the head of the department doesn't know what's going on because the -- you know, the guy over the department, you know, took the lead. So you know, I think it's -- you know, if we're going to do it, I think it really needs to be done properly and outline who really is ultimately responsible for what happens.

And if they're going to be in charge of Human Resources, they need to know what's going on in Human Resources. If someone is, you know, being fired, if someone is being put on suspension, that person who is over HR should be aware of it. And then the same with, you know, if you're going out for bid, Mr. Guy needs to be part of it. And it was very uncomfortable to watch him that night. You know, we -- people were asking him questions and he didn't know what to say. So anyway, I -- you know, I just wanted to get that on the record and --

CHAIRPERSON DAVIS: So what -- what --

CITY MANAGER JONES: I --

CHAIR PRO TEM PARDO: -- you know, at the end of the day, you are -- you know, you're ultimately responsible --

CITY MANAGER JONES: Uh-huh.

CHAIR PRO TEM PARDO: -- for what happens so --

CHAIRPERSON DAVIS: Is there a preference that --

CITY MANAGER JONES: In the --

CHAIRPERSON DAVIS: -- Council wants?

CITY MANAGER JONES: Yeah.

COUNCILPERSON THOMAS: Well, I -- just me speaking, if this is the way it's going to be, then he needs to be -- or she or whoever's going to hold that position needs to be certified. If there's a certification to get --

CHAIR PRO TEM PARDO: Yeah, for HR there is.

COUNCILPERSON THOMAS: -- then -- then that person needs to be, you know, certified. And that's for all department heads across.

CHAIRPERSON DAVIS: Certified for what?

COUNCILPERSON THOMAS: If -- if -- if there's going to be a person that's over Finance, Human Resources, Purchasing, Information Technology, Library, if there's a certification to get, then I think they need to have it.

CHAIRPERSON DAVIS: Oh, I -- I -- I disagree with that one but --

COUNCILPERSON THOMAS: That's no problem.

CHAIRPERSON DAVIS: -- I -- I mean, I'm not -- I'm not saying --

COUNCILPERSON THOMAS: I'm just putting (inaudible).

CHAIRPERSON DAVIS: -- I understand. And I'm just saying that, you know, I -- I disagree with it because, you know, as -- I worked at the school district. Everybody knows that. And you know, the way -- there was a COO, a chief operating officer, and a chief academic officer. Everything that had to do with operations was under one person. Everything that had to do with academics was under one person. And as everybody knows, the school district had about 20,000 employees. So I mean, that was a huge responsibility for those two persons. They also met with the it shall under them were division heads of each division that had maybe five or six departments under it.

So, you know, it was just a chain of command. You know, and that's basically -- basically what this structure is. It's just a chain of command of who a person reports to.

It doesn't mean that -- that, you know, the City Manager can't intervene at any time or anything like that. And -- and nobody is going to have all of the certifications for each of these -- for each of these things.

COUNCILPERSON THOMAS: But if they stood alone they -- they could get a certification. They'll have one certification they need to get. Miss Davis, I'm just saying if there's a problem that arose --

CHAIRPERSON DAVIS: I understand what you're saying. I understand.

COUNCILPERSON THOMAS: -- you don't think that the person that's over that should be able to at least have the expertise to make a final decision? Or are you saying, Okay. Well, since the Manager is ultimately over him, if -- if it drops the ball, then you know, you need to deal -- if the ball is dropped, then you just need to deal with the manager. And I can accept that, as well. But I -- you know, I don't want to set Mr. Sherman up for failure, but when I have an issue with something, I really don't want to be seeing people scramble around and saying -- it definitely -- with the situation we had not long ago, I mean, I didn't even -- I didn't even remember at the time that Human Resources was up under Mr. Sherman. We was asking questions. We couldn't get anybody to come to that mike. I mean, period. So that -- that was -- I'm -- I'm saying I don't think that this works and we -- we're entitled to disagree on it. But in an organization that's 4 or 500 employees, I don't think it's, you know, robbery. I mean, it's -- it's -- is there certification for Finance? Is there a certification for Finance?

CHAIRPERSON DAVIS: Just a degree. It's not a certification. It's just a -- a degree.

CHAIR PRO TEM PARDO: No, there's a certification.

CITY MANAGER JONES: Well, you can get the continuing education certifications after you get the degree.

COUNCILPERSON THOMAS: Okay. Okay.

CHAIRPERSON DAVIS: Yeah. It's just --

COUNCILPERSON THOMAS: But I -- you know, I -- listen, it's not like these salaries are -- are -- are, you know, so small that we can't require somebody to get, you know, further education or further, you know, experience in it. I -- I just don't think we just say, Okay. Here go all departments and I think that -- didn't -- didn't you give him a higher salary because he was going to be overlooking some extra stuff or overlooking some extra departments?

CITY MANAGER JONES: Not that high 'cause it's lower than some of the other counterpart --

CHAIRPERSON DAVIS: But you did give him an extra --

CITY MANAGER JONES: -- department heads. But that was acknowledged.

COUNCILPERSON THOMAS: Yeah.

CHAIRPERSON DAVIS: Yeah. I mean, you know, all --

COUNCILPERSON GUYTON: Madam Chair?

CHAIRPERSON DAVIS: -- all I'm saying is --

COUNCILPERSON DAVIS: I'm (inaudible).

CHAIRPERSON DAVIS: -- it's -- I'm leaving it up to the City Manager. Who was that I heard?

COUNCILPERSON DAVIS: Guyton.

CHAIRPERSON DAVIS: Mr. Guyton?

COUNCILPERSON GUYTON: Yes. First I'd like to make a request. Could we allow staff to finish their presentation? I don't think Mr. Sherman even got started. But -- so that we can engage in the specifics of what we have concerns about. I'll just make a brief comment about the organizational chart since -- since we -- we -- we are on that. Ultimately we as a board decide that. If we give a directive that we want to take it from under that --

CHAIRPERSON DAVIS: Uh-huh. Right.

COUNCILPERSON GUYTON: -- we're -- we're having a whole lot of deliberation that we have the authority to say that --

CHAIRPERSON DAVIS: And all we gotta do is tell her.

CITY MANAGER JONES: Uh-huh.

COUNCILPERSON GUYTON: -- This is how we want it to run. We -- we appreciate your recommendation but let's make some modifications here, because ultimately, we are responsible. But having said that, certainly we as a board don't like to -- well, I don't like to micromanage too much. But if I see something that -- too much. Too much. I -- like everyone else, I have an opinion, you know? And some -- sometime I share it quite happily. But I've been sitting here very quietly.

COUNCILPERSON THOMAS: You have.

COUNCILPERSON GUYTON: Over an hour, hour and a half.

COUNCILPERSON THOMAS: You look like you're about to explode.

COUNCILPERSON GUYTON: I'm just observing, you know? So -- but on a -- on a serious note, I think that we -- I would hope that we would allow, one, staff to do their presentation so that we can move on. But on this particular issue here, I share some of the concerns of my colleagues about the departments, to be honest. But the Human Resources Department, the concern I have is that it deals with a lot of sensitive issues, documents. And even though that position can meet directly with the manager, it still reports to Mr. Sherman and there is some information that I don't think need to have too many cycles that it needs to go through. No. The Human Resources Department, I would hope we decide reports directly to the City Manager. When you're dealing with those disciplinary issues, when you're dealing with sexual harassment claims, when you're dealing with a lot of sensitive issues, you don't want too many chain of commands that it has to go through.

Some would say, Well, I don't deal with that. I just let the Human Resources manager do it. But there's a possibility that that information can leak out. And I don't think that we should take that chance.

COUNCILPERSON THOMAS: Okay. Madam Chair, can we pull Human Resources out?

COUNCILPERSON GUYTON: Oh. You took my suggestion?

COUNCILPERSON THOMAS: Yes.

CHAIRPERSON DAVIS: And --

COUNCILPERSON GUYTON: Oh, okay.

CHAIRPERSON DAVIS: -- I -- that -- well, that's why I was asking. What do y'all want to do? So --

COUNCILPERSON GUYTON: Okay.

COUNCILPERSON THOMAS: Let's pull Human Resources out.

CHAIRPERSON DAVIS: -- Miss Jones, you have a directive that -- that if everybody agrees, we're to put H -- HR under you.

COUNCILPERSON GUYTON: The City Manager and remains as a director and not a manager.

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON GUYTON: Just -- just one on then organizational chart so I don't have to come back to this.

CHAIRPERSON DAVIS: So is that -- let's stop talking about it and let's move. Jeez.

COUNCILPERSON GUYTON: Have the -- have the structure that you put in place, Mrs. Jones, produced the anticipated results that you wanted? It's been in place about two or three years.

CITY MANAGER JONES: In that now those divisions in -- working together understand the overlap of what they do, because what happens in one area impacts another area. And all of it impacts money.

COUNCILPERSON GUYTON: Uh-huh. Uh-huh.

CHAIRPERSON DAVIS: Yes or no?

CITY MANAGER JONES: Yes.

CHAIRPERSON DAVIS: Yeah. Okay.

COUNCILPERSON GUYTON: That's a yes? Okay. You mentioned a reclassification from an Economic Development Director to an Assistant 2. Has that taken place already?

CITY MANAGER JONES: That's what's recommended in the budget that you have before you.

COUNCILPERSON GUYTON: It's just being recommended now. Okay.

CITY MANAGER JONES: And --

COUNCILPERSON GUYTON: And just to follow up, so -- let y'all do your presentation here. Who would then be responsible -- one of the most important documents that I think is an Economic Development Plan, how we're going to put our people to work, how all of these different industries are going to be contact -- how we're going to develop our city economically. And that is something that I would like to know and who's going to be responsible for that.

CITY MANAGER JONES: The Economic Development responsibility still stay with the individual that currently has it. We are fortunate enough here to have an Economic Development team.

CHAIR PRO TEM PARDO: Correct.

CITY MANAGER JONES: A lot of places don't. It relies on one person to do it all. And here we have at least -- a minimum of three very skilled people that can share in the Economic Development work.

COUNCILPERSON GUYTON: Okay.

CITY MANAGER JONES: So in the job description --

COUNCILPERSON GUYTON: That's all I have, Madam Chair.

CITY MANAGER JONES: -- Economic Development is still there.

COUNCILPERSON GUYTON: Okay. Got it. Got it.

COUNCILPERSON THOMAS: Madam Chair, I think we need to address Library, as well.

CHAIRPERSON DAVIS: Oh. Well --

COUNCILPERSON THOMAS: No, I'm saying moving it to Leisure Services or -- I mean, Miss Pardo, you said that a little earlier, didn't you?

CHAIR PRO TEM PARDO: I really did.

COUNCILPERSON THOMAS: Yeah. I -- I --

COUNCILPERSON GUYTON: I don't have a problem with that.

COUNCILPERSON THOMAS: Well, let's move it.

CITY MANAGER JONES: All right.

CHAIRPERSON DAVIS: Okay.

MAYOR MASTERS: Madam Chair?

COUNCILPERSON DAVIS: (Inaudible).

CITY MANAGER JONES: (Inaudible).

CHAIRPERSON DAVIS: Mr. Mayor?

MAYOR MASTERS: I just want to put my --

COUNCILPERSON GUYTON: Get up (inaudible).

COUNCILPERSON DAVIS: No. (Inaudible) talk until --

MAYOR MASTERS: -- my thoughts. I don't know what it does for employee morale, but I personally -- I just don't think a department head should be in that position, period. I think that -- so I disagree with -- with the organizational chart. I think that if we're going to have an -- an executive or an assistant to the -- the manager, I think the people that are on that level should be over departments and not another department head over other departments as a department head. So I -- I disagree totally with that level of management. Thank you.

CHAIRPERSON DAVIS: Okay.

MAYOR MASTERS: That's just me but --

CHAIR PRO TEM PARDO: Madam Chair?

CHAIRPERSON DAVIS: Miss Pardo.

CHAIR PRO TEM PARDO: Okay. And for the next meeting, I would like to see the salaries of the employees. If you recall, up until last year or the year before, we -- at budget time we would get a list of all the salaries and it would show us what people are making and, you know -- and I think it went, like, three years or so and we haven't been receiving that. I would like to see that, please.

CITY MANAGER JONES: (Inaudible).

COUNCILPERSON DAVIS: Madam Chair?

COUNCILPERSON THOMAS: Did we decide whether we would -- are we moving it under the City Manager or to Park -- or to Leisure Services?

CHAIRPERSON DAVIS: HR is going to the City --

COUNCILPERSON THOMAS: Not HR.

CHAIRPERSON DAVIS: -- the City Manager.

MAYOR MASTERS: Library.

COUNCILPERSON THOMAS: Library.

CHAIRPERSON DAVIS: And the Library is under --

CITY MANAGER JONES: Library is under Leisure Services.

CHAIRPERSON DAVIS: -- Leisure Services.

CHAIR PRO TEM PARDO: John.

CHAIRPERSON DAVIS: All right. Mr. Davis?

COUNCILPERSON THOMAS: That -- hold on. The -- well --

COUNCILPERSON DAVIS: The one question --

CITY MANAGER JONES: You got it.

COUNCILPERSON THOMAS: -- now, wait a minute, now. Oh, okay. Go ahead. Go ahead. I'll --

COUNCILPERSON DAVIS: The one question I have from talking about --

COUNCILPERSON THOMAS: -- I'll (inaudible).

COUNCILPERSON DAVIS: -- for moving this to Leisure Services, it was brought up earlier. Library you have a technical and IT issues that are going on. This here was -- was this here put here before because of that coalition with IT, with the library? 'Cause I see you got Information Technology. Why would you separate that from Library? Don't those two go together? You have computers in the library.

CITY MANAGER JONES: Only a small percentage of what the Library does deals with technology.

COUNCILPERSON DAVIS: Okay.

CITY MANAGER JONES: So it's not a major part of their operation. It is critical that all of the departments have the technology, but it's --

COUNCILPERSON DAVIS: Okay.

CITY MANAGER JONES: -- it's not a major part of their operation.

COUNCILPERSON DAVIS: Okay. This change was done what, two years ago?

CITY MANAGER JONES: This is about three years ago.

COUNCILPERSON DAVIS: Three years ago. So why did you -- why do we -- why were they put under this umbrella then?

CITY MANAGER JONES: Under Leisure -- under Administrative Services?

COUNCILPERSON DAVIS: And Financing.

CITY MANAGER JONES: Because at the time it was originally recommended under Leisure Services.

COUNCILPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: And the Council directed that they did not want that in that particular location at the time.

COUNCILPERSON DAVIS: And why was that?

CITY MANAGER JONES: (No audible response).

COUNCILPERSON DAVIS: The council. I mean, it's three years ago. It's -- the same council is pretty much intact, or at least there's two new people. So if it was recommended then -- 'cause my question -- I heard you mention -- made a comment, 'cause I had a question, too, about Library, why isn't it under Leisure.

MAYOR MASTERS: I can't hear you. Mike -- is your mike on?

COUNCILPERSON DAVIS: Yeah, we're working on these mikes.

MAYOR MASTERS: Oh.

COUNCILPERSON DAVIS: I had a question about this, as well, like my colleagues, but you made a statement earlier about IT and you're talking about technology and coalition. So that's what made me kind of back off my question 'cause I know the library, when you're dealing with computers and technology and information with people and education, I can understand why that would fall up under with IT and under Administrative Services. Not necessarily Financing. But that's why I'm asking that question now.

CITY MANAGER JONES: Yeah. No, Councilman Davis, your technology crosses every department, every --

COUNCILPERSON DAVIS: I understand that.

CITY MANAGER JONES: -- function. So --

COUNCILPERSON DAVIS: I -- I -- yeah, I understand. I understand that.

CITY MANAGER JONES: -- I -- it wasn't placed there as a hierarchy.

COUNCILPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: It was just a placement.

COUNCILPERSON DAVIS: What I'm saying is this was placed and a reason but nobody has an answer for why it was done then.

CITY MANAGER JONES: Why it was placed under Administrative Services?

COUNCILPERSON DAVIS: Before.

CITY MANAGER JONES: That -- just like the discussion ensued about --

COUNCILPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: -- pulling HR out.

COUNCILPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: At that time the discussion was to move it from under Leisure Services over here.

COUNCILPERSON DAVIS: Is there -- is there something --

CHAIRPERSON DAVIS: (Inaudible).

COUNCILPERSON DAVIS: -- is it working now? I mean, I have no problem with the organization structure outside of the HR with the liability issues. I'm just trying to find

out -- I'm just looking at the Library and IT. And they're -- no one's given me a reason why we should be moving them.

CITY MANAGER JONES: Why we should move them?

COUNCILPERSON DAVIS: Yeah. Well, maybe I should be talking to the rest of the board, then. Why should we -- why would you all like to move this Library from Finance Administration to Leisure? I know Library's, like, Leisure but Library has, like I talked about -- and the City Manager has discussed the issue as far as technology is concerned across the board. But I'm looking at Information Technology and Library. I don't see why those two should not be meeting together on their monthly meetings.

COUNCILPERSON THOMAS: Yeah, they can do that.

COUNCILPERSON DAVIS: I mean, 'cause we move them out of -- from that area, that's -- you're gonna separate them two. 'Cause we're gonna be moving forward. I mean, there's a lot -- everybody's talking a lot about technology. And if we're going to change, the first department and most impactful departments is going to be the Library when you're talking about educating your community. And some say --

CHAIRPERSON DAVIS: So are you saying you want it moved back to Finance and --

COUNCILPERSON DAVIS: No. Just leave it where it's --

CHAIR PRO TEM PARDO: Wait.

COUNCILPERSON DAVIS: -- I mean, just -- I mean, unless you give me a reason, I don't see why we should.

CHAIRPERSON DAVIS: I'm saying you -- that's what I'm asking. You -- you want it to stay here under Finance and Administration?

COUNCILPERSON DAVIS: Just give me a reason why we should change considering about --

COUNCILPERSON THOMAS: Do you want it to stay in Finance?

COUNCILPERSON DAVIS: I think it should stay.

COUNCILPERSON THOMAS: Okay. Well, let it stay, man. No problem.

COUNCILPERSON DAVIS: I mean, if it's working. I mean, outside of HR, I -- I think everything's -- the last three has been working.

CHAIR PRO TEM PARDO: Okay. Madam Chair?

CHAIRPERSON DAVIS: Yes, Miss Pardo.

CHAIR PRO TEM PARDO: Okay. So I suggested moving it because it is a Leisure Service.

COUNCILPERSON DAVIS: Uh-huh.

CHAIR PRO TEM PARDO: And when it comes to technology, the computers over in the library, that is very basic general technology.

COUNCILPERSON DAVIS: Uh-huh.

CHAIR PRO TEM PARDO: You know, if the system crashes or, you know, if a mouse isn't working, something like that, it's not like we have databases and -- and really critical technology in the library. Maybe someday we will have better technology and we'll be more online and being able to feed off of maybe the County's library or something. But --

COUNCILPERSON DAVIS: And -- and -- and that's why --

CHAIRPERSON DAVIS: But you know, there's (inaudible) --

CHAIR PRO TEM PARDO: -- yeah. Right.

COUNCILPERSON DAVIS: -- and that's -- and that's the --

CHAIRPERSON DAVIS: -- and -- and all those kind of things. They're very different.

COUNCILPERSON DAVIS: -- and that's the main purpose why, because as we get -- improve with our technology --

CHAIR PRO TEM PARDO: Right. But if they want to move -- right. But it's going to -- it's going to be a long time. First of all, we don't have the money. All right? Everyone is saying -- Mr. Sherman mentioned it. The City Manager mentioned it.

COUNCILPERSON DAVIS: Mr. Sherman.

CHAIR PRO TEM PARDO: We don't have money for the technology right now.

COUNCILPERSON DAVIS: Mr. Sherman.

CHAIR PRO TEM PARDO: So, you know, if you want to start talking --

COUNCILPERSON DAVIS: What is your projection in the future for our technology plan?

CHAIR PRO TEM PARDO: -- about that, I don't -- you know, I don't think right now is the time to really get into technology for the library.

COUNCILPERSON DAVIS: All right.

CHAIR PRO TEM PARDO: You know, that's --

CHAIRPERSON DAVIS: The thing that I -- I -- I have a problem with, though -- and -- and I'm just trying to do what everybody wants -- wants to -- wants to get done. Seems like people are pretty passionate about it. My only question is, though --

COUNCILPERSON THOMAS: Y'all changed it years ago.

CHAIRPERSON DAVIS: -- the Library and Leisure Service --

COUNCILPERSON THOMAS: Didn't you change it out?

CHAIRPERSON DAVIS: -- when I look at things under Leisure Service, Recreation, Aquatics, Parks, Grounds, Maintenance, it's -- it's just very, very different. You know? So -- but the --

COUNCILPERSON THOMAS: Can't talk (inaudible).

CHAIRPERSON DAVIS: -- it doesn't matter to me. I just -- I'm trying to move this thing along. So where -- what's the consensus of where you want it to go?

COUNCILPERSON DAVIS: I'd like for it to stay.

MAYOR MASTERS: Mr. Davis had a question, didn't he?

CHAIRPERSON DAVIS: Who had a question?

MAYOR MASTERS: Terence Davis.

CHAIRPERSON DAVIS: He's finished.

COUNCILPERSON DAVIS: No, I'm done. I'm done.

MAYOR MASTERS: Oh, I thought he asked Mr. Sherman something. Okay.

COUNCILPERSON DAVIS: No. I was just asking about the funding, where did he see us in the future with our technology plan.

CHAIRPERSON DAVIS: Mr. Guyton, what -- what is your preference?

COUNCILPERSON GUYTON: I -- I really don't have one. I would be interested to hear from the librarian.

CHAIRPERSON DAVIS: Miss Cobb?

COUNCILPERSON GUYTON: I didn't want to put her on the spot but --

CHAIRPERSON DAVIS: Why not? That's a good idea.

COUNCILPERSON DAVIS: If she feel more comfortable -- that makes sense.

COUNCILPERSON THOMAS: (Inaudible) that's what you're saying.

CHAIR PRO TEM PARDO: What?

COUNCILPERSON GUYTON: I don't know if it's going to change anything on it, either.

CHAIRPERSON DAVIS: And maybe Mr. Williams, too.

CHAIR PRO TEM PARDO: That's what I said. (Inaudible).

CHAIRPERSON DAVIS: Miss Cobb?

LIBRARY DIRECTOR COBB: Yes, good evening. Cynthia Cobb, your Library Director. Quite the contrary. Our work with Administrative Services has been a very good fit for us.

COUNCILPERSON DAVIS: Oh.

CHAIRPERSON DAVIS: There you have it.

LIBRARY DIRECTOR COBB: We operate more public computers than any other department in this city.

CHAIR PRO TEM PARDO: Public. Right.

LIBRARY DIRECTOR COBB: And as a result, the library has a technology plan that we'll be updating this year that will take us to the next level. We just completed our strategic plan, and in it we addressed technology. We have several databases that we run on our computers. The job kiosk that you have in the foyer --

CHAIRPERSON DAVIS: Uh-huh.

LIBRARY DIRECTOR COBB: -- we have that service also on our computers. So people have the choice of boat.

CHAIRPERSON DAVIS: Okay.

LIBRARY DIRECTOR COBB: In today's -- and I'm just -- just a brief --

CHAIRPERSON DAVIS: Uh-huh.

LIBRARY DIRECTOR COBB: -- I -- I know. I'll wrap it up.

CHAIRPERSON DAVIS: Okay.

CHAIR PRO TEM PARDO: And talk about the (inaudible).

LIBRARY DIRECTOR COBB: There are a lot of e-government services that people can only get by way of technology. And that's our window to them.

CHAIRPERSON DAVIS: Okay. So you -- you made your position very clear.

LIBRARY DIRECTOR COBB: So that's --

CHAIR PRO TEM PARDO: Right.

LIBRARY DIRECTOR COBB: I'm sorry.

CHAIR PRO TEM PARDO: Madam Chair?

CHAIRPERSON DAVIS: Hold on.

CHAIR PRO TEM PARDO: Okay. So --

CHAIRPERSON DAVIS: Hold on. Hold on just a minute. Let me let Mr. Williams come up, too, 'cause I -- I want to hear both sides, really.

COUNCILPERSON GUYTON: He's not a librarian.

CHAIRPERSON DAVIS: I know.

MR. WILLIAMS: Madam Chair? Madam Chair, I concur with Miss Cobb. I think it's better with the -- Sherman. I think they work very well together.

CHAIRPERSON DAVIS: Okay. All right.

UNIDENTIFIED SPEAKER: Touchdown.

CHAIRPERSON DAVIS: Miss Pardo?

CHAIR PRO TEM PARDO: Okay. So the comment that I'll make -- and Miss Cobb brought up the fact that they're coming up with a -- a technology plan? All right.

COUNCILPERSON GUYTON: Said they already have one.

CHAIR PRO TEM PARDO: Okay. And then what about the funding for that?

COUNCILPERSON GUYTON: Well, that's on us.

CHAIR PRO TEM PARDO: Exactly.

LIBRARY DIRECTOR COBB: Yes. Yes.

CHAIR PRO TEM PARDO: Exactly. You know, so --

CHAIRPERSON DAVIS: Well --

CHAIR PRO TEM PARDO: -- no. So I'm just saying, you need technology. I would rather see -- I think there's a need for technology in Purchasing. Okay? Better technology possibly for Fire and other things. And you know, I understand. I know exactly what's going on over in the library and the need for technology over there. But I don't think -- my opinion is it's not as critical as for some other departments. And --

LIBRARY DIRECTOR COBB: I think for our citizens -- excuse me for interrupting.

CHAIR PRO TEM PARDO: Yeah.

LIBRARY DIRECTOR COBB: For our citizenry, it is very critical.

CHAIR PRO TEM PARDO: Uh-huh.

LIBRARY DIRECTOR COBB: We have a lot of users in our community that just basic Wi-Fi is very critical for them. They don't have the technology at home and they depend on us to provide that. We are in a -- a better position now since I've been with the library in that our funding through the LSTA, the State funding, has increased.

CHAIRPERSON DAVIS: Uh-huh.

LIBRARY DIRECTOR COBB: We have the ability to use that money for technology initiatives.

CHAIR PRO TEM PARDO: Okay. So that's great.

LIBRARY DIRECTOR COBB: Okay.

CHAIR PRO TEM PARDO: So you will take care of finding --

LIBRARY DIRECTOR COBB: We'll -- we'll -- we'll pay some --

CHAIR PRO TEM PARDO: Absolutely.

LIBRARY DIRECTOR COBB: Yes, absolutely.

CHAIR PRO TEM PARDO: Right. And we'll take care of in here.

LIBRARY DIRECTOR COBB: Okay.

CHAIR PRO TEM PARDO: You know what I'm saying?

LIBRARY DIRECTOR COBB: But keeping in mind --

CHAIRPERSON DAVIS: But as far as replacing goes, you're okay.

LIBRARY DIRECTOR COBB: -- it -- it's -- it's something that's -- that's constantly increasing, it's constantly changing.

CHAIR PRO TEM PARDO: I understand.

LIBRARY DIRECTOR COBB: Absolutely.

CHAIR PRO TEM PARDO: Okay. All right. Thank you. All right. So I'm fine with --

LIBRARY DIRECTOR COBB: So as a result, whatever --

CHAIR PRO TEM PARDO: -- you know, you want to keep it with Mr. Sherman's department, I have no problem with it.

CHAIRPERSON DAVIS: Yeah. I mean, you know, that -- that's -- that's her preference so --

LIBRARY DIRECTOR COBB: Okay.

CHAIRPERSON DAVIS: -- I'm kind of -- and it's been working for her so that's fine.

LIBRARY DIRECTOR COBB: (Inaudible). Thank you very much.

CHAIRPERSON DAVIS: Okay. Mr. Sherman? You're up. Finally.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: All right. Well, FY '15, key budget components that you found in the -- the budget that was submitted and sent out to you last week. I think there's been a -- a major emphasis on the employees as was mentioned in the -- the Manager's letter. I think we're in good shape on the union contracts. Again, I understand that several of them are still, you know -- have not been executed. But at least at the table, you know, we have come to agreement and all of those contracts are fully funded within the 2015 budget. Talked about the continued effort to -- to build the personnel infrastructure. I think we've beaten that one to death tonight. Health insurance.

CHAIR PRO TEM PARDO: It was important to us.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: But -- I know it is. No, I know it is. And I've got some screens that show you all of the changes and, you know -- and we can certainly go through that, and I know everybody's prepared to address those further questions. Health insurance. We actually have been fortunate enough, again, though we don't have a contract in place yet -- that we're actually looking at a zero percent increase on our health insurance, which, what that has done is it's allowed us to take the step to provide health insurance to 23 part-time positions including the six legislative assistants.

Fleet maintenance. Fuel, utility costs, overtime, all those issues that we dealt with at the mid-year budget adjustment period, those have all been, you know, adjusted up to where they need to be and where -- and where our -- our spending is. So that has all been incorporated. We've incorporated the marketing and public relations. Not only the position remains within the City Manager's budget, but we've also put in the money for

the outside consultant. And one of the bigger issues that I'm not sure you saw it in the budget or not. Hopefully you did. When we talked back in June, we were talking about the Public Works and their Fleet Management Replacement Program. Actually, maybe it was in April when we talked capital. If you look at the fleet replacement recommendation, Public Works is recommending \$1.3 million of fleet purchases, not counting Public Safety. So that does not count police. It does not count Fire. And we have been able to get in a budget of \$500,000 into this year's budget. Last year I think we put one or two vehicles in the capital plan. We actually have \$500,000 in the operating budget this year so we can start to address some of the -- the fleet issues that we have. And what that will ultimately do is go back up and take our fleet maintenance cost down. So rather than the put the money in -- into fleet maintenance in the long haul, we'll be able to actually replace some of the fleet.

Again, here's the -- the new positions that the City Manager was recommending, along with those positions that were being eliminated. And if you'd like, I can stop here and if there's some specific questions or comments or further discussion on this we'll certainly address it.

COUNCILPERSON GUYTON: Madam Chair?

CHAIRPERSON DAVIS: Mr. Guyton.

COUNCILPERSON GUYTON: As it relates to new positions, Mr. Thomas brought up an area where he thought that there was a need for more attention. I have an area, too, that I think is very critical. We have just approved a \$375 million development project which will encompass development applications, site plans, review of regulations. In addition, we also have two moratoriums now. One for communications where -- where we directed the Planning Department --

CHAIRPERSON DAVIS: Uh-huh.

COUNCILPERSON GUYTON: -- to go and write regulations. We have a beach renourishment moratorium where we directed the Planning Department to go and write regulations. We have other development projects unrelated to our major one where the planning department is responsible --

CHAIRPERSON DAVIS: Uh-huh.

COUNCILPERSON GUYTON: -- for generating what we need. And I think that it's very critical that we hire at least one more planner.

COUNCILPERSON DAVIS: Okay.

COUNCILPERSON GUYTON: For the onslaught of development applications, site plans, writing regulations for our moratorium -- for the issues related --

CHAIRPERSON DAVIS: Uh-huh.

COUNCILPERSON GUYTON: -- to moratoriums. So I would like to appeal to this council so that we can be at least -- and I really don't think that that's enough but I know that we are -- we don't have the funds to do what we may want to do. But if we can just add one planner to help with this work flow that our Planning Department has -- and certainly, I'm speaking as a planner, as well. It's very time intensive. It's not something you can look at for five minutes and be completed. So I'm appealing to my colleagues to --

COUNCILPERSON THOMAS: I don't have a problem with that.

CHAIR PRO TEM PARDO: I don't have a problem, either. That department --

COUNCILPERSON GUYTON: Thank you.

CHAIR PRO TEM PARDO: -- is probably the busiest department in the City.

COUNCILPERSON GUYTON: Thank you very much.

CHAIR PRO TEM PARDO: With the exception of Public Safety.

CHAIRPERSON DAVIS: I would agree because we used to have two. Judith and Scott.

CHAIR PRO TEM PARDO: Scott.

CHAIRPERSON DAVIS: Were the planners and we were pretty busy back then. And now that --

COUNCILPERSON GUYTON: Yeah.

CITY MANAGER JONES: Well, you actually have three planners.

CHAIRPERSON DAVIS: Huh?

CITY MANAGER JONES: You actually, on staff now, have three.

COUNCILPERSON GUYTON: Three?

CHAIRPERSON DAVIS: We have three?

CITY MANAGER JONES: This will move us to four.

CHAIRPERSON DAVIS: Okay.

CITY MANAGER JONES: So we can handle the extra work.

COUNCILPERSON GUYTON: Three but at different levels.

CHAIRPERSON DAVIS: Okay. Great. All right. So I'm fine with that, also.

COUNCILPERSON DAVIS: Excuse me. So -- excuse me, Madam Chair?

CHAIRPERSON DAVIS: Sure. Go ahead.

COUNCILPERSON DAVIS: So what levels are the one -- they -- they would be working this position?

COUNCILPERSON GUYTON: Well, I'd direct that question to Miss McKinney. I would assume a senior planner to help with some of the more complex -- but I don't -- I don't want to speak for her.

COUNCILPERSON DAVIS: Just kind of see what she --

DIRECTOR OF COMMUNITY DEVELOPMENT MCKINNEY: Mary McKinney. Definite I would agree with you it should be a senior planner.

CHAIRPERSON DAVIS: Sure you would.

COUNCILPERSON GUYTON: Okay. Yes. I -- I mean, I'm looking at --

CHAIRPERSON DAVIS: But you --

COUNCILPERSON GUYTON: -- the -- the development that we have going and it requires a certain skill set.

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON GUYTON: And that would be a senior --

CHAIRPERSON DAVIS: But you'll determine whether it's a regular planner or a senior whatever.

COUNCILPERSON GUYTON: Well, she's already said that she -- it needs to be a senior planner.

CHAIRPERSON DAVIS: Oh, a senior? Okay. I didn't hear you. Okay. And I would -- I would also like to add, Miss Jones, earlier I talked about -- at the last --

COUNCILPERSON GUYTON: I think that's it, Mary.

CHAIRPERSON DAVIS: -- public -- budget meeting we had, I mentioned to you about employees in Public Works. And I think some of the board members agree. But earlier in our conversation you talked about the crew that you were going to hire. That kind of shed some light on things for me. So just so everybody knows what that conversation was about, please, ma'am.

CITY MANAGER JONES: Yes, Madam Chair, if you'll recall in the mid-year budget you approved an additional crew for Public Works. That crew is funded in total in this process in the -- in this current budget for a full year's funding. And this crew is going to

be necessary because we would like to stop contracting out A1A, as well as -- there's a lot of beautiful landscaping along Broadway. But it won't stay that way unless you've got people that are continuing to work to -- to do that.

UNIDENTIFIED SPEAKER: (Inaudible).

CHAIRPERSON DAVIS: And Old Dixie.

CITY MANAGER JONES: And Old Dixie.

CHAIRPERSON DAVIS: Okay. So are you going to incorporate all three of those --

CITY MANAGER JONES: Well, with the way they're assigned --

CHAIRPERSON DAVIS: -- those areas?

CITY MANAGER JONES: -- they're assigned not necessarily to a team. But here's today, so you can deploy --

CHAIRPERSON DAVIS: I'm just saying --

CITY MANAGER JONES: -- three areas.

CHAIRPERSON DAVIS: -- (inaudible) all of those gonna be taken care of, those three roadways?

CITY MANAGER JONES: Yes. Our major corridors.

CHAIRPERSON DAVIS: Okay.

CITY MANAGER JONES: So that would be A1A.

CHAIRPERSON DAVIS: That works for me.

CITY MANAGER JONES: Broadway and the major corridors.

CHAIRPERSON DAVIS: Okay. Thank you.

CITY MANAGER JONES: And so that is funded in total in this budget.

CHAIRPERSON DAVIS: Any other questions?

COUNCILPERSON THOMAS: Yes. We do.

CHAIR PRO TEM PARDO: Yeah. I have -- I have -- all right. I have to say this, because I did bring it up at the last meeting. And you know, I went through all of the backup and there is -- looks like there's going to be no discussion on the millage rate, possibly reducing our millage rate. Can someone talk about that? You know, I see we're looking to hire a lot of people and some of the people are definitely needed. The

maintenance workers, the person for the Planning Department. You know, we -- we spoke about IT. You know, as long as we get the right person. But what about millage? Are we just going to forget about it again and just continue with the 8.998? You guys need to tell me because I have to go back to my constituents and tell them why, for the fifth year, we are going to stay with our 8.998. All right? So I would like -- well, City Manager, I would like you to --

CITY MANAGER JONES: (Inaudible).

CHAIR PRO TEM PARDO: -- tell me what I should be telling my residents, my constituents.

CITY MANAGER JONES: Miss Pardo, we did look at the -- the -- the millage. And in order for us to cut the budget \$300,000 in order to be able to even do a .5 reduction in the millage, I -- it was determined that now is not the time. If we're able to offset our -- our costs with refinancing some things and getting revenue in some other areas and avenues, we would be able to reduce the budget. But right now, trying to come out of the last five years -- four or five years of cuts and -- and recession, we just didn't see a way to recommend a cut -- further cuts in the budget.

CHAIR PRO TEM PARDO: Well --

CITY MANAGER JONES: We're always amenable. We want to deliver quality service to our residents. And if that is the desire, this is not the final budget. We can go back, try to find \$300,000 for the .5 to cut. But we're just trying to get back up to where we were, not go any higher than that.

CHAIRPERSON DAVIS: Uh-huh.

CITY MANAGER JONES: But to continue to deliver the services that the residents are expecting.

CHAIR PRO TEM PARDO: Okay. So can you tell us what the cost of the new positions are?

CITY MANAGER JONES: (No audible response).

CHAIR PRO TEM PARDO: I mean, if you don't have it, at least, you know, send us an e-mail and let us know.

CITY MANAGER JONES: Oh, no, I can get it to you. Because we did --

CHAIR PRO TEM PARDO: Okay. That's (inaudible).

CITY MANAGER JONES: -- get that information. I might have left it downstairs.

CHAIR PRO TEM PARDO: Okay.

CITY MANAGER JONES: But no, we did cost out what those positions were.

CHAIR PRO TEM PARDO: Okay. So please --

CITY MANAGER JONES: Let me look in my -- let me look in my e-mail. I might be able to --

CHAIR PRO TEM PARDO: Okay.

CITY MANAGER JONES: -- do that.

CHAIRPERSON DAVIS: Okay. Well --

COUNCILPERSON THOMAS: Madam Chair, I still would like to be discussing that clerical for that --

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON THOMAS: -- woman who went -- okay.

CHAIRPERSON DAVIS: Hold on one second.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Do you want -- you want the letter? You want the letter?

CHAIRPERSON DAVIS: You have it?

CITY MANAGER JONES: Yeah. You got it? Oh, you don't have it totaled.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN:
(Inaudible) totals (inaudible).

CITY MANAGER JONES: Uh-uh.

CHAIRPERSON DAVIS: Okay. So you guys (inaudible) --

CITY MANAGER JONES: Yeah. But I don't have it totaled. I just got individual positions.

CHAIRPERSON DAVIS: Okay. He can -- he can do that while we get some questions answered --

CITY MANAGER JONES: Yeah, add those up.

CHAIRPERSON DAVIS: -- for them. Mr. Thomas?

COUNCILPERSON THOMAS: Yeah. I still would like to -- to, you know -- that -- that's something that's important to me, as well, is that clerical position for the Code Enforcement for those rental reinspections. You know, I mean, it just may -- haven't

affected anybody yet like it affected me. But that's definitely going on across the city. And I -- I think we need to entertain that.

CHAIRPERSON DAVIS: (Inaudible).

CITY MANAGER JONES: 'Cause I -- I have -- yeah, I have that one and the senior planner.

CHAIRPERSON DAVIS: Right.

COUNCILPERSON THOMAS: Okay.

CHAIRPERSON DAVIS: Okay?

COUNCILPERSON THOMAS: That's fine.

CITY MANAGER JONES: And then so we'll go back -- some of these that we have up there now, we won't do. We'll switch out.

CHAIRPERSON DAVIS: Uh-huh.

COUNCILPERSON THOMAS: Okay.

CITY MANAGER JONES: In order to be able to accommodate that.

COUNCILPERSON THOMAS: Okay. I'm good.

CHAIRPERSON DAVIS: All right.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

CHAIRPERSON DAVIS: You got the totals?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

CHAIRPERSON DAVIS: You do?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Oh, no, I don't. No.

CHAIRPERSON DAVIS: Oh, okay.

CITY MANAGER JONES: (Inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No. We'll -- no, we'll pull that together for that.

CHAIRPERSON DAVIS: Okay. Well, go ahead. And then we'll -- when you get the totals you let us know.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: On this slide, again, we've listed out all the positions that have been reclassified. And then after tonight's discussion, we'll go back and we'll make some -- some adjustments to these. But these again are, you know, trying to accommodate for the DROPs and, you know, the -- the position shifts and the vacancies that we know that we have. And again, if any -- if you have questions specific to any of these, the department heads can certainly address those.

CHAIRPERSON DAVIS: What's a B&C manager?

COUNCILPERSON THOMAS: Building and Collections.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Building and Collections.

CHAIRPERSON DAVIS: Oh, okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: And again, we're making them Customer Service.

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON THOMAS: I -- I do have a question.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yes.

CHAIRPERSON DAVIS: All right.

COUNCILPERSON THOMAS: What position -- I'm sorry, Madam Chair?

CHAIRPERSON DAVIS: Yeah, go ahead.

COUNCILPERSON THOMAS: The -- what position does Miss Pat Jackson hold?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Billing and Collections manager.

CITY MANAGER JONES: (Inaudible).

COUNCILPERSON THOMAS: Okay. So let me -- let me make sure that I understand this correctly. That position is going to go to Customer Service manager, which means the same thing.

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Which means -- I'm sorry?

COUNCILPERSON DAVIS: Less money.

COUNCILPERSON THOMAS: The same thing. The --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. Yeah.

COUNCILPERSON THOMAS: -- right. Oh, okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: Any reason why we're changing it?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Focus on customer service. And if you recall a year ago I brought all the --

COUNCILPERSON THOMAS: I -- I'm okay with that.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- job descriptions in to focus on customer service.

COUNCILPERSON THOMAS: You -- you -- you had me at focus on customer service -

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Customer service. All right.

COUNCILPERSON THOMAS: -- that time. I do want to make sure that we're not being -- this is another position that's going to -- is it this year or next year that she's DROP-ing?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: This year.

CITY MANAGER JONES: This year.

COUNCILPERSON THOMAS: Now, this is no secret. Now, you know we have quite a few issues in that particular department. And if you brought her right here, you can probably give her an address of the 15,000 that we have --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: I know.

COUNCILPERSON THOMAS: -- and she'll know the history, the everything about it. What's our plan to make sure -- is it going to be some overlapping going on? When does she DROP? When does she DROP?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: She DROPS at the end of October.

CHAIRPERSON DAVIS: Oh.

COUNCILPERSON THOMAS: Oh, man. Are you --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: And -- and the -- well, again, we have a long-time supervisor, just like you have at -- at City Clerk, that has -- I'll -- (inaudible) and this isn't a slam at her -- isn't as good as Miss Jackson's history, but you know, she's very knowledgeable and she's, you know -- she will step right in and --

COUNCILPERSON THOMAS: I mean, are we speaking of Miss Lawson?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yes.

COUNCILPERSON THOMAS: Okay. That -- that's fine. But I -- I mean, I guess everybody's going to be -- but you gotta advertise for that position --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Right.

COUNCILPERSON THOMAS: -- as well and --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Correct.

COUNCILPERSON THOMAS: -- yada, yada, yada. I -- I mean, I want to make sure that, you know, we're not missing that. That right there -- and I've been saying this for a couple of years now -- that information I don't see very much of it documented. You know? When I have a -- a billing issue or when one of the constituents have it, I don't really go to anybody but Miss Jackson. I don't go to the manager.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: I don't go to you. I go to Miss Jackson. And I want to make sure that that -- so I don't know what plan is being devised to make sure that we -- we get that. But something needs to happen. And -- and please don't sit here and say, Oh, we -- we're gonna have it, because when she walks out of that door I'm -- I'm -- I'm -- I'm gonna have some real heartburn for her leaving.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. Right.

COUNCILPERSON THOMAS: But I definitely need to make sure that that doesn't -- that doesn't fall through the cracks. That's our major source of revenue. Those plans, everything that's implemented.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Right.

COUNCILPERSON THOMAS: I know we're trying some new things but that's a very important position to make sure that we --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: I agree. I agree.

COUNCILPERSON THOMAS: -- okay.

CHAIR PRO TEM PARDO: All right. Okay. All right. You want to continue?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Sure. Oh, you're now Chair. Okay.

CHAIR PRO TEM PARDO: It's my party now.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay. So the -- the 2015 budget is -- has come in at 54. And again, I'll focus to that -- the right-hand column. These are the -- the revenues. You have all the expenses in -- in your booklets. \$54.1 million. That is higher than what we talked about a month or so ago. Since that point we got our final ad valorem property assessed values, which actually raised a few more hundred thousand dollars property taxes. We also got our state revenue report where the State tells us how much we'll be receiving next year. Those numbers came in slightly higher. So, you know, we've -- we were able to -- and -- and June's numbers came in higher. If you recall, I was try -- waiting for June before we could finalize these numbers. So we feel quite confident that -- with the \$54.1 million budget for next year or it's -- for revenues for next year.

CHAIR PRO TEM PARDO: Okay. So that's great. So I can, you know, look at that. You could come up with your \$300,000 for the half a mill. You know? You were expecting -- right? You projected 27.7 million. And now it's coming in higher.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. And -- and again, I -- I remember I pointed this out last time.

CHAIR PRO TEM PARDO: You know, so instead of going out and --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Keep in mind, that -- that 29 million does include the CRA.

CHAIR PRO TEM PARDO: Okay. That's fine.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: So again, the CRA's number's going up as well. But you -- I -- we can go --

CHAIR PRO TEM PARDO: It will be going up substantially. Remember, 2,700, that's where the majority of the CRA money is coming from. And a lot of those units were purchased last year.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

CHAIR PRO TEM PARDO: So, you know, and the values keep going up over there.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yes.

CHAIR PRO TEM PARDO: Big money. All right. Okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay? On the Enterprise Funds, there are some personnel changes over in the Utility District, as well. There's some reclassifications. Taken three supervisors, changed it to two foremens [sic] and an assistant superintendent. You can see the one Customer Service worker which is a field worker going to a crew leader. Significant changes.

COUNCILPERSON THOMAS: Madam -- I'm sorry, Madam Chair?

CHAIRPERSON DAVIS: Mr. Thomas?

COUNCILPERSON THOMAS: Why?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: You want to address that?

CITY MANAGER JONES: Well, I think if he talks about the six positions transferred, then you -- at least on the crew leader you'll see why we need a crew leader.

COUNCILPERSON THOMAS: Okay. That may be but why are we -- I -- I just spoke about that being our biggest revenue generator.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: And we just talked about customer service. Why are we not -- why -- why are we cutting Customer Service and making it a crew leader?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: You gonna take that?

CHAIRPERSON DAVIS: Excuse me.

CITY MANAGER JONES: Well, while Mr. Aurigemma is coming, one of the things that -- that Customer Service position there has been vacant now for a while as a result of -- of someone leaving. And looking at the caseload or workload for the Customer Service workers, you're able to -- when you look at how many they do in the course of a day, five is sufficient 'cause they only do quadrants of the city. They don't do the whole city all at one time. So you're able to take -- they've been -- we've been successful in meeting the needs with four -- with five and, therefore, you're taking the one that's been vacant and making it a crew leader so you have a supervisor of the folks that are out in the field.

COUNCILPERSON THOMAS: How long has that position been vacant?

CITY MANAGER JONES: About four months?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Four months.

COUNCILPERSON THOMAS: And that's long enough to assess that we don't need it anymore?

CITY MANAGER JONES: It's long enough when you look at the data as to how many each individual do a day.

COUNCILPERSON THOMAS: Are we getting our bills turned in on time? Are they getting read on time? 'Cause that's -- that's actually the readers?

CITY MANAGER JONES: That's the readers.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: That's -- that's the readers.

COUNCILPERSON THOMAS: Okay. So are they --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: That's the field crew, yes.

COUNCILPERSON THOMAS: So are you telling me -- and I'll be happy to hear you say yes --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

COUNCILPERSON THOMAS: -- that all of our bills are getting read accurately and on time?

CHAIRPERSON DAVIS: Uh-uh.

CITY MANAGER JONES: They're being read on time as it relates to the -- to the part of the city that they read. The problem is in the old structure, your people doing the reading were in Utilities. And then you had the bills being sent out, the compilation of all of that, over under Billing and Collections.

COUNCILPERSON THOMAS: Uh-huh.

CITY MANAGER JONES: Most structures have both of those functions together. So --

COUNCILPERSON THOMAS: Did we move them together?

CITY MANAGER JONES: -- and that's what --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: That's what we're doing, moving them together.

CITY MANAGER JONES: That's what the --

COUNCILPERSON THOMAS: Okay. Fine. I -- that -- that's a great step.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: That'll clear up some of the issue.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: But you haven't demonstrated to me that we don't need that position.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No. We're -- we're keeping the position. What we're -- we're doing, we have -- we currently have five Customer Service workers and one vacancy. So the issue was, is let's create -- let's take that one vacancy and make it a crew leader rather than just bring in a sixth Customer Service. So there will be six in total.

CITY MANAGER JONES: They'll be working with --

COUNCILPERSON THOMAS: Okay. Well, we --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Just there'll be one head and --

COUNCILPERSON THOMAS: -- we -- we -- we could have settled that debate --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- then --

COUNCILPERSON THOMAS: -- 10 minutes ago.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

COUNCILPERSON THOMAS: The six positions transferred to the General Fund. What exactly does that mean?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: They're gonna -- they're going to go up under what is currently Pat Jackson's position. So again, the -- the -- the crew in the field and the staff in the office will have that better, more cohesive operation going.

COUNCILPERSON THOMAS: Yeah. But what does being transferred to the General Fund mean?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Well, again, they're going to report to the Customer Service --

CHAIRPERSON DAVIS: That's where they're paid from.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- manager.

COUNCILPERSON THOMAS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay? And they will be funded by the Utility District.

COUNCILPERSON THOMAS: Okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: It's not a general fund impact.

COUNCILPERSON THOMAS: Oh, well, I'm just saying it says, Six positions --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: (Inaudible) the positions, right.

CHAIRPERSON DAVIS: Oh, okay.

COUNCILPERSON THOMAS: -- transferred to the General Fund.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Right. Oh, six -- no, I'm sorry, they're not labeled.

COUNCILPERSON DAVIS: (Inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Six Customer Service field workers, including the one crew leader, will be transferred over and report to the Customer Service manager.

CHAIRPERSON DAVIS: Oh, the three supervisors and the two --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No, no.

CITY MANAGER JONES: No.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No, the -- and I -- and now that we're talking about this slide --

CHAIRPERSON DAVIS: Okay. That's confusing.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- it's confusing.

CHAIRPERSON DAVIS: (Inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No, the -- the top --

COUNCILPERSON THOMAS: You -- you bet.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: And I apologize.

COUNCILPERSON THOMAS: Yeah.

CHAIRPERSON DAVIS: Okay. Yes.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: The -- the -- the supervisor -- the three supervisors are staying in Utility.

COUNCILPERSON THOMAS: Okay.

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: And they are being changed into two foremen and one assistant superintendent.

COUNCILPERSON THOMAS: Okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay. The Customer Service crew, which is currently six positions --

COUNCILPERSON THOMAS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- five of which are filled, are moving over to report to the Billing -- the Customer Service manager.

COUNCILPERSON THOMAS: Got it.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: One of the six will become a crew leader.

COUNCILPERSON THOMAS: Got it.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay?

CHAIRPERSON DAVIS: And they'll still be paid out of --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: And they're still funded from --

COUNCILPERSON THOMAS: (Inaudible) gonna be --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- the Utility District, yeah. There's no --

COUNCILPERSON THOMAS: So why does it say, Six positions transferred to the General Fund.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

COUNCILPERSON THOMAS: Why does it say that?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Let me read it.

CHAIRPERSON DAVIS: Yeah.

COUNCILPERSON THOMAS: It's right there. It's right there.

CHAIRPERSON DAVIS: That's gotta be (inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. No, I --

COUNCILPERSON THOMAS: These six positions transferred to a general fund.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- yeah. Well, the -- yeah, the star -- the star that goes along with that is up at the Customer Service workers and the crew leaders. But those are -- we're taking them out of the Utility District budget, out of the Utility District complement, and we're putting them over under the Customer Service complement.

COUNCILPERSON THOMAS: Okay.

CHAIRPERSON DAVIS: Oh, so the money is --

COUNCILPERSON THOMAS: No. But I --

CHAIRPERSON DAVIS: -- yeah.

COUNCILPERSON THOMAS: -- need you to explain.

CHAIRPERSON DAVIS: Yeah.

COUNCILPERSON THOMAS: It says general fund. Explain that.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Well, the general fund -- general fund is where the Billing and Collections Office sits.

COUNCILPERSON THOMAS: Right.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: That -- that's included in the general fund budget.

COUNCILPERSON THOMAS: Got it.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: So the Utility District has its own fund.

COUNCILPERSON THOMAS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay? So those six positions are coming out of the Utility District fund and being put into the general fund.

CHAIRPERSON DAVIS: Yeah. The money.

COUNCILPERSON THOMAS: Okay. But why?

COUNCILPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Because, again, we think that the field staff and the --

COUNCILPERSON THOMAS: I get -- I get that part of it.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

COUNCILPERSON THOMAS: Why is the money -- why -- why is it not being -- why is the money from the Utility District not being --

CHAIRPERSON DAVIS: Yeah. (Inaudible).

COUNCILPERSON THOMAS: -- paid over to the general fund to -- to fund this position?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Oh, it is. It will be. I'm sorry. It will be.

CHAIRPERSON DAVIS: (Inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Along with those -- along with those positions come their vehicles, come their everything that goes along, and then the money comes along with it to pay for them.

COUNCILPERSON THOMAS: But you're saying it's being transferred to the general fund. They're being transferred to the general fund. I mean --

CITY MANAGER JONES: Yeah. And that's where the slide --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: I'm sorry.

CITY MANAGER JONES: -- is -- is confusing when he said the slide is confusing. They're now -- instead of them being budgeted and paid for out of utilities --

COUNCILPERSON THOMAS: Right.

CITY MANAGER JONES: -- they're budgeted and paid for out of the general fund.

COUNCILPERSON THOMAS: Okay. No problem. But I didn't see the slide where it said that the money would still come from the Utility District.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: I'm sorry. Yes.

COUNCILPERSON THOMAS: To go into the general fund. I just want to make sure there's no hocus-pocus going on --

CITY MANAGER JONES: No.

COUNCILPERSON THOMAS: -- here.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

COUNCILPERSON THOMAS: I mean, is that what's happening?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yes. Yeah.

COUNCILPERSON THOMAS: Let me make sure I understand this. They're coming over but along with them is going to come the salary line items, insurance, everything --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Correct.

COUNCILPERSON THOMAS: -- that will go into the general fund to pay for that?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Correct.

COUNCILPERSON THOMAS: And how do we monitor that that happens?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: We do it through our cost allocation plan every year. So all of those costs will be in that cost allocation.

CITY MANAGER JONES: Uh-huh.

COUNCILPERSON THOMAS: Mr. Sherman, are you assuring me that there's no hocus-pocus going on?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No, there's no hocus-pocus going on.

COUNCILPERSON THOMAS: Okay. No problem.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: I am assuring you of that.

COUNCILPERSON THOMAS: I'm -- I'm going to be watching that when that --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

COUNCILPERSON THOMAS: -- that seems a little unsettling to me. Yeah. No problem.

COUNCILPERSON DAVIS: Madam Chair?

CHAIRPERSON DAVIS: Mr. Davis?

COUNCILPERSON DAVIS: Mr. Sherman, I see there there's a position now that says one back-flow prevention technician was eliminated. Is someone in that position now?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yes.

CITY MANAGER JONES: I don't know if that was eliminated.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yes. But I believe it's --

COUNCILPERSON DAVIS: It says eliminated.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: It is. But I believe through the reorganization that he's doing --

COUNCILPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- there's other slots that that person will be falling into. So there's -- there's not a layoff in that.

COUNCILPERSON DAVIS: No. No. What is the responsibility of that particular position?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Lou Aurigemma, Executive Director of the Utility District. The back-flow prevention technician monitors the -- the back-flow program that we have throughout the city, as well as cross-connections. We - - we were looking at efficiencies within the Utility District, and we can actually contract that out privately for half the price. So as part of my reorganization plan, we're looking - - no one will lose their job at the Utility District. There is a spot for this person in the Utility District. We mentioned the one customer service vacancy.

COUNCILPERSON DAVIS: Uh-huh.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: It not necessarily will be filled by this person but, you know, through the union there will be the bumping process as part of this.

COUNCILPERSON DAVIS: So that particular position, what is their primary responsibility? Do they work with, like, the lift stations and things of that sort?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: No, no, nothing to do with the lift station. The -- this particular position is off to the side. It's a -- a separate little branch. It's just one person that really needs to be the -- the -- the -- again, it can be contracted out privately for half the price. And -- and I'm looking at any -- anywhere where we can save some money.

COUNCILPERSON DAVIS: But let me ask you a question. Hold --

CITY MANAGER JONES: (Inaudible).

COUNCILPERSON DAVIS: -- hold -- hold on. But, yeah, back-flow, yeah. Responsibilities of back-flow.

CITY MANAGER JONES: Yeah, the responsibilities --

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Oh, the back -- okay.

CITY MANAGER JONES: -- of back-flow.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Responsible for the -- all the -- the back-flow preventers within the city.

COUNCILPERSON DAVIS: Uh-huh.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Meaning that are owned by the Utility District and also monitors the ones that are done by that -- City Hall, Parks & Rec., Public Works, and then monitors all the commercial and multi-family accounts.

COUNCILPERSON DAVIS: Do they have any other responsibilities?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: No.

CITY MANAGER JONES: (Inaudible).

COUNCILPERSON DAVIS: None whatsoever? So what certifications does that person have now?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Has back-flow certification.

COUNCILPERSON DAVIS: Do they have anything else?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: We have other employees that have back-flow --

COUNCILPERSON DAVIS: No, no. Do they have anything else?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: They -- they may. They have some --

COUNCILPERSON DAVIS: Could you list those for me?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: -- water and sewer. Excuse me?

COUNCILPERSON DAVIS: Could you list all of those positions for me? Those -- those certifications for that particular position?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Well, they -- they have -- well, they have the -- the back-flow certifications. There's repair.

COUNCILPERSON DAVIS: Uh-huh.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: And testing.

COUNCILPERSON DAVIS: Uh-huh.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: And then there's also -- this particular person also has knowledge of water and wastewater. He has some certifications in that, too.

COUNCILPERSON DAVIS: So -- so they play a very key role in the quality of life of our residents when you're talking about water, correct?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Correct.

COUNCILPERSON DAVIS: So you're asking us to have them move to where? That particular person?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Sir, there are other water/sewer maintenance mechanics that also have those certifications. However, there's just one position that has -- that is called a back-flow prevention technician.

COUNCILPERSON DAVIS: Here -- here's the question I'm -- I'm asking you. 'Cause I hear you saying about outsourcing it at this particular time. I'm not -- I'm not focused on outsourcing. I'm focused on quality of life. If we got somebody that's very skillful -- how long have they been here?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: I believe just under 10 years.

COUNCILPERSON DAVIS: How --

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: But not in that position for 10 years.

COUNCILPERSON DAVIS: -- not in that position?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Not -- that position for only four years.

COUNCILPERSON DAVIS: So they come -- so they had been here for a while. They seemed highly skilled. They're going back, getting the training that we wish that everyone does across this department, as you stated, with their certifications. What -- why wouldn't you want someone like that that comes so well qualified and trained not to be in your department?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: I do have other people that are just --

COUNCILPERSON DAVIS: Are you focused on -- are you focused on -- no, no, no, no, that's not what I'm asking. The question I'm asking, for them to be -- they may be certified in one area. This person seems to be very diverse. Why wouldn't you want them in your department?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: They would be in my department.

COUNCILPERSON DAVIS: They're -- they're moving to what department? You say Utility? Or will they be with Customer Service downstairs?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: No, no, no.

COUNCILPERSON DAVIS: Oh, they stay in Utilities?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Yes. Yes, sir.

COUNCILPERSON DAVIS: Okay. So what's going to happen to their salary once you --

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: It -- it'll remain the same.

CITY MANAGER JONES: Yeah. (Inaudible). He don't lose (inaudible).

COUNCILPERSON DAVIS: Oh, they don't lose (inaudible)?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: No.

COUNCILPERSON DAVIS: Hmm. I have nothing else further.

CHAIRPERSON DAVIS: Anybody else got any questions?

CHAIR PRO TEM PARDO: I'm good.

CHAIRPERSON DAVIS: Okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay. So again, focusing on the right-hand column, the Utility District, we're expecting their revenues to come in at about \$23.9 million. A lot of that, again, you know, is -- is usage is actually up. You know, again, as some of the -- the properties turn their lights back on and come back online -- but I will also tell you that one of the big kickers there is the fact that FPL is back up and running. You know, they have not been in -- they were not in any of those other columns, per se, so 2015 is actually looking well there. Next one we have is the marina operations.

COUNCILPERSON THOMAS: Wait. Can we -- Madam Chair?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Want me to go back?

COUNCILPERSON THOMAS: Yes. That was --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

CHAIRPERSON DAVIS: Mr. Thomas?

COUNCILPERSON THOMAS: -- have we identified the -- I'm -- I'm assuming in that miscellaneous or whatever, is that to get ahold of these ghost accounts and the theft and the loss of the revenue or whatever? What are we doing to address that?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: One of the things that we've been doing is we're -- again, this is where the database administrator's come in very helpful, is be able to pull the accounts and get us a 12-year history of -- 12 year -- I'm sorry, 12-month history of these accounts, and been able to track and pull out all the zero accounts that are out there and actually target those more as, you know -- in a sniper-type approach rather than a shotgun approach and actually - they've been working those accounts; that there are quite a few of them.

COUNCILPERSON THOMAS: Yes.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: But, you know, again, you -- you pick them up as you can and you go out and you -- and you're finding them. You know, it -- the focus that -- that we've really put on, again, is the -- is the larger accounts and getting those in place. I'm talking about, again, FPL, the port. I mean those types of accounts. But there is also the ongoing look at -- at, again, the smaller residential accounts and try to pick those up.

COUNCILPERSON THOMAS: Right. But if you have enough smaller ones they can equate to --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: They add up.

COUNCILPERSON THOMAS: -- a more --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: So I mean, I didn't -- I didn't quite hear your direct approach to starting. All I basically heard you say, Oh, we're going to step back and try to pick them off one at a time or whatever.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Well --

COUNCILPERSON THOMAS: But what exactly is going to -- I mean, that's a huge problem.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. It - it is a huge problem. And when we went through the rating agency process for the -- for the bonds that came up and it was a very significant issue with the rating agencies. Again, what we're -- what -- what the system does is it produces reports on delinquencies. That's not what we're talking about, though. So the -- the mentality has always been, Well, you're going after those that aren't paying. What we've started to do, though, is go after those that we see no usage on because that's where the problem is. It's either the meters aren't registering or you've got jumpers and those types of issues. So while, yes, we have the delinquency reports, yes, you know, we're processing that part of the operation, we also now have the information to go out and -- and again, that field crew, and target them out to say, Okay. We need you to look at these accounts and find out why these are zero accounts. 'Cause again, that's where you're losing your revenues.

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Somebody runs behind, we understand that occasionally. You know, that happens. You know, and we get -- we get those caught up. But it's when water is going through the meter and we're not billing for it.

COUNCILPERSON THOMAS: Exactly.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: That's the key.

COUNCILPERSON THOMAS: That --

CITY MANAGER JONES: Yeah.

COUNCILPERSON THOMAS: -- I mean, that -- that's --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: And that's why you see that -- such a significant increase in those revenues, 'cause we've been focusing on those types -- and again, not only on the smallest ones but --

COUNCILPERSON THOMAS: But what are we doing to catch them? So, like, the Boys & Girls Club and those other ones that don't get a bill for three years --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: -- what are we doing to -- to not --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: What we -
- what we have to do to prevent the Boys & Girls Club from happening again is really deal with the meter size. With the -- with the meters, the numbers and the inventory, and track that. So if -- if we have X number of meters and they're -- you know, we need to know where those meters are. The problem in that case was is we installed the meter and it never got in the system. So if we have the system to track that, then the issue would be, is Okay. We have a missing meter. Where is it and why isn't it registering?

COUNCILPERSON THOMAS: And how long before we get that on track? 'Cause the Boys & Girls Club --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: -- is not the only one.

CHAIRPERSON DAVIS: Right.

COUNCILPERSON THOMAS: We had the --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No. No, I'm --

COUNCILPERSON THOMAS: -- we had the --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- sure there are probably others out there.

COUNCILPERSON THOMAS: -- the Haley [phonetic] Hospital. I mean, it's like free -- free water, you know, if you can --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: -- if you can get past them. So that --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: -- if the number wasn't so significant, I wouldn't be this passionate about it.

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: The number is significant.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: We're talking millions of dollars.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Well, yeah. I know Mr. Aurigemma and his staff are creating the inventory. What we have to do is get it into the billing system so, again, we can get that --

COUNCILPERSON THOMAS: Okay. So that's happening in October, November?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- yeah.

COUNCILPERSON THOMAS: I -- I need you to -- I need you to tell me how that's going to get remedied.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: Because next you're gonna be saying, We gotta raise our rates again. And I'm saying, Well, we might not have to if we fix the -- the issues that we have.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: So I mean, what -- what's the plan for that?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. I don't know. Is the inventory ready? I mean, I --

COUNCILPERSON THOMAS: No. He looking like, You know it's not ready. That man looking like, You know already it's not ready. Don't put him on the spot.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: As soon as we get the inventory from the Utilities, then we can get it in the system and start --

COUNCILPERSON THOMAS: You know it's not ready.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- tracking it from our side. It's --

COUNCILPERSON THOMAS: That is a -- that is a significant --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

COUNCILPERSON THOMAS: -- and maybe all of the members of the board doesn't -- don't really understand the significant of revenue that we're losing.

CHAIRPERSON DAVIS: Yeah, we do.

UNIDENTIFIED SPEAKER: Uh-huh.

COUNCILPERSON THOMAS: I think if you took the time to explain to them exactly what's happening, they'll all be saying, We -- we must be really --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah.

COUNCILPERSON THOMAS: -- losing it if we don't -- don't grab that. And it's not just jumpers. We got a bigger problem than we know. And I'm -- I don't hear where we're going to fix that problem.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Right.

COUNCILPERSON THOMAS: It's more than just jumpers. I mean, it's -- it's more than just jumpers. What -- I didn't see any money set aside to attack that problem, to do -- that's what I'm saying. There's no money up there to attack unless you're telling me miscellaneous is where you're going to get that money from to attack that problem.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No. It's -- that's -- that's the type of work -- it's -- it's desk work.

CHAIRPERSON DAVIS: (Inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: It's just cranking it out and looking at the numbers and -- and figuring out where to target to get people to go and look for it.

COUNCILPERSON THOMAS: Yeah.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: You're right. But that -- that's part of the process. We're taking all 16,000 parcels that we have in the city and we're trying to match those up with all of our customers. So we only have 13,000 customers but we have 16,000 parcels. Some of the parcels have multiple customers. Where are the rest of those parcels and why don't they have -- now, again, there -- there are parcels out there that -- that don't get water. We -- we understand that. But that's, you know -- until you've made that a reconciliation process, you don't know which ones are out there and which ones aren't.

COUNCILPERSON THOMAS: And are we going to develop a process and when?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: I -- oh, that's -- we're -- we're -- we're going through that now.

COUNCILPERSON THOMAS: I mean, that's -- okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: What -- what we don't have going right now is the matching of the meters and getting that inventory. But once we get that inventory, get it in our system, then when they call for a work order we can say, It's this meter number, and then we'll know that we can track it and -- and always reconcile.

COUNCILPERSON THOMAS: All right. I'll talk to you again in a couple of weeks.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay. On the marina, again, the 2015 column on the right, these revenues -- and I know you have the presentation from the consultant, what was it, last week? Week before? These numbers are based on continuing to operate the marina under the current management structure that you have. These are not -- have not been adjusted for any third-party management one way or the other. So that's where we are on the marina. And again, if you notice, you know, without any rate increases, you know, these revenues are starting to come back. You're -- you're back to actually exceeding where you were in 2012. '13 and '14 we had construction years. And '14, again, was down as low as it is because again, we -- we didn't have the fuel depot.

Stormwater. Again, we're starting to, you know, see this tail off again. And again, stormwater isn't going to raise any more revenue if we either don't get new construction or we don't do something, you know, to raise the rates on this side. And the more property that -- that comes off and is getting demolished is actually bringing your stormwater fees down because it's all based on -- on a square footage calculation.

COUNCILPERSON THOMAS: Where is -- we don't do the stormwater for Palm Beach Shores?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: For --

COUNCILPERSON THOMAS: Palm Beach Shores.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No.

COUNCILPERSON THOMAS: We don't do stormwater for Palm --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No, we don't do stormwater outside our -- our boundaries.

CHAIRPERSON DAVIS: Right. That's (inaudible).

COUNCILPERSON THOMAS: Okay.

CHAIRPERSON DAVIS: Why is that -- why -- okay. Why are -- are we not -- that -- the Mangonia Park fee is just flat all the time. We don't increase it ever?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Mangonia Park, they just pay a fee to -- to hook into our system. It -- you know, on the way to the treatment plan they're paying fees.

CHAIRPERSON DAVIS: We don't consider increasing it at any time?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: We can. I mean, their contract -- I know the contract -- I don't know what their stormwater contract -- but I know their wastewater contract is up in a couple of years.

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: But we can go back and -- and look to find out what's -- what's driving that number.

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON THOMAS: We're not subsidizing it, though, are we?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No.

COUNCILPERSON THOMAS: Are you certain?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No. Again, they're -- they're just putting into our system. It's --

CITY MANAGER JONES: On the way to the ECR.

CHAIRPERSON DAVIS: Yeah.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yeah. On its way -- right, on its way to the ECR. They're not -- there's really no -- no real operating costs.

COUNCILPERSON THOMAS: But the ECR -- the ECR assessed us with an amount of money that we had to pay.

CHAIRPERSON DAVIS: But it's costing us a fortune.

CITY ATTORNEY RYAN: Yeah.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

COUNCILPERSON THOMAS: We gotta pay more so why didn't we pass that cost on to the people --

CHAIRPERSON DAVIS: Yeah. Right.

COUNCILPERSON THOMAS: -- who are servicing with us?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: The -- the ECR costs are, again -- the ECR --

CHAIRPERSON DAVIS: (Inaudible).

COUNCILPERSON THOMAS: No. It's -- it's (inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- the ECR costs -- the bump that you're gonna see in the ECR costs are coming in the future. They haven't -- they're not here yet.

CHAIR PRO TEM PARDO: You know what? Let's hear from Mr. Aurigemma, if that's okay. He's our ECR guru.

CHAIRPERSON DAVIS: He's not gonna say anything.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Lou Aurigemma, Executive Director of the Utility District.

CHAIRPERSON DAVIS: Please speak -- speak into the mike, Mr. Aurigemma.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: I --.

CHAIRPERSON DAVIS: I know it's kind of difficult. It's --

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: I -- I think we're getting two sources of water mixed up.

CHAIRPERSON DAVIS: That's what I'm -- I want to clear up.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: The -- we're talking right now about the stormwater, which is the rain water that comes down. The ECR is the sanitary sewer.

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: That's the -- the wastewater that goes to the ECR --

CHAIRPERSON DAVIS: Uh-huh.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: -- that's treated. So I'm really not sure what this is about. I -- I mean, maybe Mr. Johnson can address this.

COUNCILPERSON THOMAS: Say what?

CHAIRPERSON DAVIS: Uh-huh. That's what I'm saying. That's not -- that's not --

CITY ATTORNEY RYAN: Stormwater.

CITY MANAGER JONES: The stormwater.

COUNCILPERSON THOMAS: (Inaudible) district.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: But -- but it's -- it's -- it has to do with stormwater and I'm not -- I'm not sure about the connection with Mangonia Park.

CHAIRPERSON DAVIS: Yeah.

COUNCILPERSON THOMAS: Oh.

CITY MANAGER JONES: Yeah.

CHAIR PRO TEM PARDO: Right.

DIRECTOR OF PUBLIC WORKS JOHNSON: Yeah. There was a little confusion there. Brynt Johnson, Director of Public Works.

CHAIR PRO TEM PARDO: I (inaudible) the guru.

DIRECTOR OF PUBLIC WORKS JOHNSON: Yeah. The Mangonia Park issue, they do pay a set fee just because they have one discharge pipe in an RC2 canal. And I think that's the one you're referring to. So -- and that agreement's through interlocal. But it's for that one discharge pipe that they have.

CHAIRPERSON DAVIS: That goes into the canal, not to the E --

DIRECTOR OF PUBLIC WORKS JOHNSON: Into the RC2 canal, yeah.

COUNCILPERSON THOMAS: Where's that canal?

CHAIRPERSON DAVIS: -- not to the ECR.

DIRECTOR OF PUBLIC WORKS JOHNSON: It is the one that separates Riviera Beach and Mangonia Park.

COUNCILPERSON THOMAS: So --

DIRECTOR OF PUBLIC WORKS JOHNSON: It -- just -- just north of Hill Avenue.

COUNCILPERSON THOMAS: -- they pay -- by -- by First Street? Yeah.

DIRECTOR OF PUBLIC WORKS JOHNSON: Yes. That's it.

COUNCILPERSON THOMAS: So they pay 6,223 just to be able to --

DIRECTOR OF PUBLIC WORKS JOHNSON: And it's really a maintenance cost but, yeah, that's -- that's it. And it's just the one pipe.

COUNCILPERSON THOMAS: Are we subsidizing?

DIRECTOR OF PUBLIC WORKS JOHNSON: Excuse me? No.

COUNCILPERSON THOMAS: Are we subsidizing that cost at all?

DIRECTOR OF PUBLIC WORKS JOHNSON: No, no, no, no. No.

COUNCILPERSON THOMAS: So we have a storm and it overfills that canal, where does the -- where does the rest of the water go?

DIRECTOR OF PUBLIC WORKS JOHNSON: That -- that canal dumps into the C17 canal, which is a regional canal which is maybe about half a mile, three quarters of a mile to the -- to the west.

COUNCILPERSON THOMAS: Okay. So basically you're saying that that's --

DIRECTOR OF PUBLIC WORKS JOHNSON: No major -- no impact on the City, no.

COUNCILPERSON THOMAS: Okay.

CHAIRPERSON DAVIS: Oh, okay.

COUNCILPERSON THOMAS: All right.

CHAIRPERSON DAVIS: That clears it up.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay.

COUNCILPERSON THOMAS: Now, just so we know, do Mangonia Park use storm -- I mean, use wastewater? Do they --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Yes. They -- okay. Now this is where my story comes in.

COUNCILPERSON THOMAS: Right.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: They -- they do -- they do discharge into our system to send it to the ECR.

COUNCILPERSON THOMAS: But they pay us more than that to do --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: They pay us more than that.

CHAIRPERSON DAVIS: Oh, okay.

COUNCILPERSON THOMAS: Oh.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: They -- they pay normal rates. They pay, you know, the same rates that everybody else pays.

COUNCILPERSON THOMAS: Mr. Aurigemma, is he -- is he accurate?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Plus the outside fee. I'm sorry?

COUNCILPERSON THOMAS: I was asking Mr. Aurigemma were you accurate.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Oh.

COUNCILPERSON THOMAS: Is -- is he accurate with that? Do they pay -- yeah, you might want to stay close when we're talking about water.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Yes. Mangonia Park pays a per thousand gallons for their wastewater.

COUNCILPERSON THOMAS: Okay. Do we raise that rate at all?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: (Inaudible) the outside.

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: On -- on an annual basis, yes.

COUNCILPERSON THOMAS: Okay. Is it getting raised the same time we're raising our -- our residential --

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Yes. As --

COUNCILPERSON THOMAS: -- rates?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: -- as -- as we raise our rates per the agreement, I send them a letter advising them of that fact and so, yes, it goes up.

COUNCILPERSON THOMAS: And do they pay it?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Yes.

COUNCILPERSON THOMAS: Okay. And what is that? Is it the same as what we're paying?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: I believe so. Yes.

COUNCILPERSON THOMAS: But we don't know for certain?

DIRECTOR OF UTILITY DISTRICT AURIGEMMA: Well, I --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No, it is.

COUNCILPERSON THOMAS: Y'all get together and find out (inaudible).

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: No. It is. It's the same rate. It comes right off the schedule and then they pay the 25 percent --

COUNCILPERSON THOMAS: Okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- charge over and above 'cause they're outside the corporate level.

COUNCILPERSON THOMAS: That's what I like to hear. Okay.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: All right. All right. And here we are.

CHAIRPERSON DAVIS: Are we done?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: We made it.

CITY MANAGER JONES: Yeah.

CHAIRPERSON DAVIS: Okay.

CHAIR PRO TEM PARDO: All right. Madam Chair?

CHAIRPERSON DAVIS: Miss Pardo?

VI. CITY COUNCIL'S COMMENTS / DISCUSSION

CITY MANAGER JONES: So now if you have --

CHAIRPERSON DAVIS: Oh, wait a minute, Miss -- Miss -- Miss Jones. Miss Pardo?

CHAIR PRO TEM PARDO: Okay. All right. So for the next meeting if you could give us the number, you know, see if you can find your -- your \$300,000. Let's see. The salaries. I'd like to see the salaries. And fuel. I'd like to see the fuel breakdown by departments. We haven't --

CHAIRPERSON DAVIS: (Inaudible).

CHAIR PRO TEM PARDO: -- you know, you used to show us the fuel numbers. And we haven't had those in our backup for a while. So I'd like to see how much fuel is being used, the cost of fuel per department, please. All right. That's it. Thank you.

CITY MANAGER JONES: Anyone else?

COUNCILPERSON GUYTON: Madam Chair?

CHAIRPERSON DAVIS: Mr. Guyton.

COUNCILPERSON GUYTON: Yes. At our next meeting, I read in my information that there's going to be a discussion about the contracts and pensions, the FRS; is that correct? Florida Retirement System?

CITY MANAGER JONES: We're hoping that the last two unions will have ratified the contracts by then and we'll bring it back.

COUNCILPERSON GUYTON: Okay. What -- what I want staff to be prepared to entertain -- and you may not have the numbers but I want to understand the process. How much does it cost to institute a new pension plan? We've entered into agreements to start new pension plans with the new employees that are coming in with these various plans. And there needs to be at some point an actuarial study done. And I haven't heard any discussion about when that's going to be done, if it's going to be done. But in order to get accurate information, there's going to need to be an actuarial study. And I'd like to know is -- is that on the horizon, Mr. Sherman?

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Well, I'm not quite sure which actuarial study you're looking at. I mean, each --

COUNCILPERSON GUYTON: Okay. Let -- let -- let -- let --

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: -- each -- each of the plans do a study.

COUNCILPERSON GUYTON: -- yeah. Yeah. Let --

CITY MANAGER JONES: He's talking about FRS.

COUNCILPERSON GUYTON: -- let -- let -- let me make it clear.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Okay. Okay.

COUNCILPERSON GUYTON: Let -- let me make it clear. When a pension plan exists, we have calculations that tells us what is needed in that plan to keep it actuarially sound.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh. Right.

COUNCILPERSON GUYTON: Which means to fund it throughout the life of every member.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

COUNCILPERSON GUYTON: That's what I'm talking about. And we are determining that we're going to go to the plan but I haven't seen the numbers that it costs us to go. The other thing is that I read in the backup that there would be employees, they would have an option to go to the Florida Retirement plan. How many have decided to do that? Or wait, don't answer now. But my point is that in order to give us some accurate numbers, all of those things need to be revealed. This is the number of people that will be going to FRS. This is what it's going to cost us in order to bring them into the system. And this is what we need in order to make it work. And now we need to start drilling down on the numbers because we have entered into contracts that said we're going to do it. It would help to know what it costs. I don't -- I don't mean general numbers.

CHAIRPERSON DAVIS: Yeah.

COUNCILPERSON GUYTON: I mean a study being done that we know this person gonna go, that person is gonna go, and they have 15 years in. This person have 10 years in and this what it's going to cost for them to go into the FRS. Are you all with me?

CITY MANAGER JONES: We're looking for giving people the option to have five years or less. So we can start with the five year, those that have been less than five years.

COUNCILPERSON GUYTON: Well, that need to be more --

CITY MANAGER JONES: (Inaudible).

COUNCILPERSON GUYTON: -- more clearly defined, because in --

CITY MANAGER JONES: Yeah. We were looking at everybody.

COUNCILPERSON GUYTON: -- the backup, it just says that existing employees would have the option.

CITY MANAGER JONES: Yeah. Those with five years or less.

COUNCILPERSON GUYTON: And those with five years, whatever it is, but --

CITY MANAGER JONES: Whatever that number is.

COUNCILPERSON GUYTON: -- I haven't seen any numbers that I consider to be reliable. And dealing with pension plans, we have to determine not how much it costs just to go in, but how much it costs for the rest of their lives. That's where an actuary come in, because it doesn't stop when they just leave the City.

CHAIRPERSON DAVIS: Uh-huh.

COUNCILPERSON GUYTON: That plan is still our responsibility once they're in it.

DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES SHERMAN: Uh-huh.

COUNCILPERSON GUYTON: And in retirement. We have to make sure that it has enough funds in it to survive. That's all I have.

CITY MANAGER JONES: Anyone else?

CHAIRPERSON DAVIS: No, I'm done. Any other questions from anybody?

UNIDENTIFIED SPEAKER: Tired. Just tired. Let's go.

CHAIRPERSON DAVIS: Okay.

COUNCILPERSON GUYTON: Oh, you talked all night, Mr. Thomas.

COUNCILPERSON THOMAS: None from me. None from me.

CHAIRPERSON DAVIS: Is there a motion for adjournment?

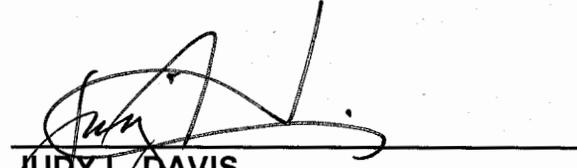
COUNCILPERSON GUYTON: So moved.

(CONCLUSION OF WORKSHOP)

APPROVED:



THOMAS A. MASTERS
MAYOR



JUDY L. DAVIS
CHAIRPERSON

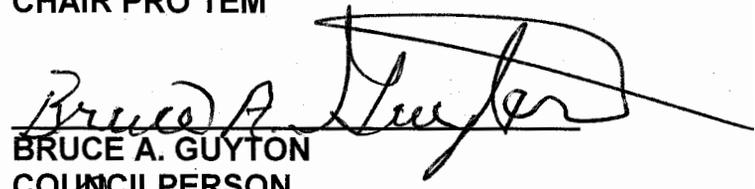
ATTEST:



CARRIE E. WARD
MASTER MUNICIPAL CLERK
CITY CLERK



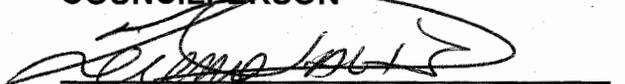
DAWN S. PARDO
CHAIR PRO TEM



BRUCE A. GUYTON
COUNCILPERSON



CEDRICK A. THOMAS
COUNCILPERSON



TERENCE D. DAVIS
COUNCILPERSON

MOTIONED BY: B. GUYTON

SECONDED BY: C. THOMAS

B. GUYTON AYE

J. DAVIS AYE

C. THOMAS AYE

D. PARDO AYE

T. DAVIS AYE

DATE APPROVED: 09/17/2014